Regina
Catholic Schools

2026-2029 STRATEGIC PLAN

Rooted in Faith

Together, we are shaping the future of Catholic education in Regina.

Together with students, families, staff, parishes, Indigenous partners, Elders, Knowledge Keepers, and our broader community, we are pleased to present Regina Catholic Schools' 2026–2029 Strategic Plan.

This plan reflects our shared commitment to providing an exceptional Catholic education where every student is known, valued, challenged, and inspired to grow in faith, learning, and service.

Grounded in our Catholic faith and informed by meaningful engagement with our community, it provides a clear direction for the next three years while remaining focused on what matters most, our students.

As followers of Christ, we believe education is about more than academic achievement. It is about nurturing the whole person: mind, body, and spirit. Together, we will continue building vibrant Catholic learning communities where every learner can discover their God-given gifts and become the person they are called to be.

"Rooted and built up in Him, strengthened in faith."
Colossians 2:7

FAITH | LEARNING | BELONGING

Your Journey Through Our Strategic Plan

Rooted in Faith, growing together in Christ as learners, leaders, and disciples.

Explore the key sections of our 2026-2029 Strategic Plan

- **A Welcome from Our Leadership** 03
  Leadership & Governance
- **Listening First** 04
  What We Heard
- **A Foundation** 05
  For the Future
- **Regina Catholic Schools** 06
  By the Numbers
- **Rooted in Faith** 07
  Grounded by Faith, Guided by Purpose
- **Walking Together** 08
  In Truth & Reconcilliation
- **Every Learner Belongs** 09
  Diversity, Equity, Inclusion and Accessibility
- **Our Core Commitments** 10
  Guiding Our Work, Shaping our Future
- **How Our Plan Aligns** 11
  From Province to Classroom
- **Our Six Strategic Priorities** 12
  - **Faith in Action** 12
    Living the Gospel
  - **Excellence in Learning & Achievement** 13
    Empowering Success
  - **Thriving Student & Staff** 14
    Well-Being & Belonging
  - **Truth, Reconcilliation & Indigenous Success Foundation** 15
    Walking Together in Truth
  - **Strong Transitions & Lifelong Pathways** 16
    Supporting Every Journey
  - **Supports for Students** 17
    Welcoming Every Family
- **Enterprise Risk Management** 18
  Understanding Risk
- **RCSD Portrait of Student Success** 19
  Celebrating Every Learner
- **Moving Forward Together** 20
  Working Together for Every Learner

A Welcome From Our Leadership

Leadership & Governance

Leading Together in Faith and Service.

A Message From...

Ryan Bast
Chair,
Board of Trustees

On behalf of the Board of Trustees, it is my privilege to present our 2026–2029 Strategic Plan. This plan reflects our commitment to faithful governance, responsible stewardship, and ensuring every student has the opportunity to grow in faith, learning, and service.

As Trustees, we are entrusted with providing strategic direction that supports strong Catholic education today while planning responsibly for the future. Guided by our faith and informed by the voices of our students, staff, families, parishes, and community partners, we will continue to advocate for the resources, opportunities, and partnerships that help every learner flourish.

We look forward to seeing Rooted in Faith take root across our Division, branch outward in service, and bear good fruit in our schools and communities.

Kelley Ehman
Director of Education

On behalf of the entire staff of Regina Catholic Schools, I am proud to present the Rooted in Faith Three-Year Strategic Plan for 2026–2029. This plan carries forward the foundation built through the 2023–2026 Strategic Plan, and its theme: All Belong: Welcome, Embrace, Celebrate; and roots our next chapter in the same Gospel values that have guided this Division for over 125 years.

This strategic plan was shaped by the voices of our staff, students, families, community and faith partners, who generously shared what they see, what they hope for, and where they believe God is calling us next. I am grateful for that trust, and for the opportunity to walk this next journey of growth, service, and discipleship together.

Your Board of Trustees

The Regina Catholic School Division Board of Trustees is entrusted with providing faithful governance, strategic leadership, and responsible stewardship in support of Catholic education. Together, the Board works to ensure every decision reflects our mission, serves students, and strengthens our Catholic school communities.

Ryan Bast
Chair

Greg Fischer
Deputy Chair

Vicky Bonnell
Trustee

Rob Bresciani
Trustee

Bob Kowalchuk
Trustee

Shauna Weninger
Trustee

Darren Wilcox
Trustee

Together, our Board is committed to ensuring every student is known, valued, challenged, and inspired to grow in faith, learning, and service.

"Commit your work to the Lord, and your plans will be established."
Proverbs 16:3

Regina Catholic Schools

Listening First

Building Our Direction Together

A Strategic Plan Shaped by Our Community.

Meaningful planning begins by listening.

The 2026–2029 Strategic Plan was developed through extensive engagement with students, staff, families, Catholic School Community Councils, parishes, Indigenous partners, and community organizations. Through surveys, conversations, workshops, and collaborative planning, we heard what matters most to our community. Their voices helped shape the priorities that will guide Regina Catholic Schools over the next three years.

WHO WE HEARD FROM

Students

Student voice and engagement opportunities that reflected the experiences, aspirations, and needs of learners across the Division.

Staff

Teachers, support staff, school administrators, and Catholic Education Centre staff who shared their expertise and vision for the future.

Families

Parents, guardians, and Catholic School Community Councils whose perspectives helped identify opportunities to strengthen student success.

Faith Partners

The Archdiocese of Regina, parish communities, clergy, and other Catholic partners who support the faith formation of our students.

Community Partners

Indigenous Partners, Elders, Knowledge Keepers, post-secondary institutions, community agencies, and educational organizations who contribute to student learning and well-being.

WHAT WE HEARD

Strengthen Catholic Identity

Continue to place Christ at the centre of learning while deepening faith formation and Catholic identity.

Inspire Excellence in Learning

Support high-quality teaching, innovation, and student achievement across all grade levels.

Foster Belonging and Well-Being

Create welcoming, safe, and inclusive learning environments where every learner feels valued and supported.

Advance Truth & Reconciliation

Build meaningful relationships with Indigenous communities while honouring the TRC's Calls to Action.

Support Student Success

Ensure every learner is equipped with the knowledge, skills, and supports needed to thrive.

Build Strong Partnerships

Strengthen relationships with families, parishes, and community partners to enhance learning opportunities for every student.

Together, these voices became the foundation for the strategic priorities that guide our work from 2026 to 2029.

Regina Catholic Schools

A Foundation For the Future

Grounded in Christ. Guided by Purpose.

Our Catholic faith is the foundation of everything we do. Guided by our Mission, Vision, and our Patron Saint, Holy Mary, Mother of God; we are committed to nurturing Christ-centred learning communities where every learner grows in faith, knowledge, and service.

VISION

To provide a quality Catholic education that is faith-based, student-centered, and results-oriented.

MISSION

To work with the community and the local church to provide a quality Catholic education which respects the diversity of all staff, students, and families and fosters academic excellence and the development of informed, responsible citizens.

HOLY MARY, MOTHER OF GOD...

Pray for us.

"Behold, I am the servant of the Lord. May it be done to me according to your word.
Luke 1:38

Regina Catholic Schools By the Numbers

A growing Catholic learning community serving students and families across Regina since 1899.

14,000+
STUDENTS
Every learner is known, valued, and supported.

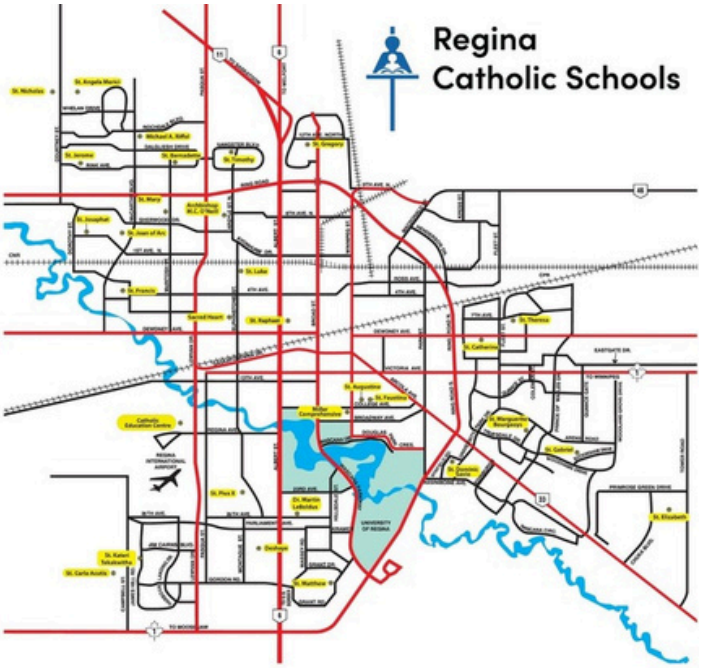
51%
STUDENTS BUSED
Connecting students to Catholic education.

1,750+
STAFF
Dedicated employees.

PreK-12
CATHOLIC EDUCATION
Faith-based learning for every stage.

8.7%
INDIGENOUS LEARNERS
Self-declared Indigenous student population.

43.9%
ENGLISH AS AN ADDITIONAL LANGUAGE
100+ languages within our student population.



31
SCHOOLS

23 Elementary Schools
4 High Schools
4 Specialized Schools

5 French Immersion Elementary Programs
3 French Immersion High School Programs
1 K-12 School Supporting Complex Needs
1 K-12 Alternative School
Learning Online School
1 Associate Middle School
Home-Based Education Program

Rooted in Faith

Grounded in Faith, Guided by Purpose

Our Strategic Journey.

Our three-year Division theme reminds us that, like a healthy tree, lasting growth begins with strong roots. Grounded in Jesus Christ, our Catholic faith provides the foundation that nourishes learning, strengthens relationships, and inspires service.

As we move through this strategic plan, our priorities reflect a journey of continual growth, deepening our faith, strengthening our learning communities, and preparing students to bear good fruit in their schools, parishes, families, and the world.

Rooted in Faith

Knowing Christ

Our faith is the foundation of everything we do. Rooted in Jesus Christ, we deepen our relationship with God and one another, creating learning communities grounded in faith, hope, and love.

2026-2027

Growing in Excellence

Serving Christ

We strengthen teaching, learning, leadership, and relationships so every learner is known, valued, challenged, and inspired to reach their God-given potential.

2027-2028

Branching in Service

Witnessing Christ

As we grow in faith and excellence, we extend our gifts through service, leadership, meaningful partnerships, and a commitment to making a positive difference in our communities.

2028-2029

Bearing Good Fruit

Living the Gospel

The fruit of our journey is seen in students and graduates who are rooted in faith, inspired to learn, committed to serving others, and prepared to lead with compassion, hope, and purpose.

Rooted in faith, we grow in excellence, branch outwards in service, and bear good fruit.

"I am the vine; you are the branches. Whoever remains in me and I in them will bear much fruit."
John 15:5

Regina Catholic Schools

Walking Together In Truth & Reconciliation

Honouring the past. Building relationships. Moving forward together.

Regina Catholic Schools is committed to walking the path of Truth and Reconciliation with First Nations, Inuit, and Métis Peoples. As a Division serving schools on Treaty 4 Territory, we recognize that the legacy of colonization and residential schools continues to impact Indigenous communities today. Reconciliation is a call to truth, justice, healing, and right relationship, and is an essential expression of the dignity, belonging, and respect that guide our Catholic faith.

We affirm the Truth and Reconciliation Commission's (TRC) Education Calls to Action, specifically, #62–64 and recognize reconciliation as a living commitment embedded in the daily life of our schools.

"Reconciliation is not a destination. It is a commitment we live every day through learning, relationships, and action."

OUR COMMITMENT

Truth

We honour the truths of Canada's history by providing age-appropriate learning about residential schools, Treaties, and the historical and contemporary contributions of Indigenous Peoples.

Learning

Indigenous ways of knowing and doing are embedded throughout Kindergarten to Grade 12, and Treaty Education is an integral part of student learning.

Relationships

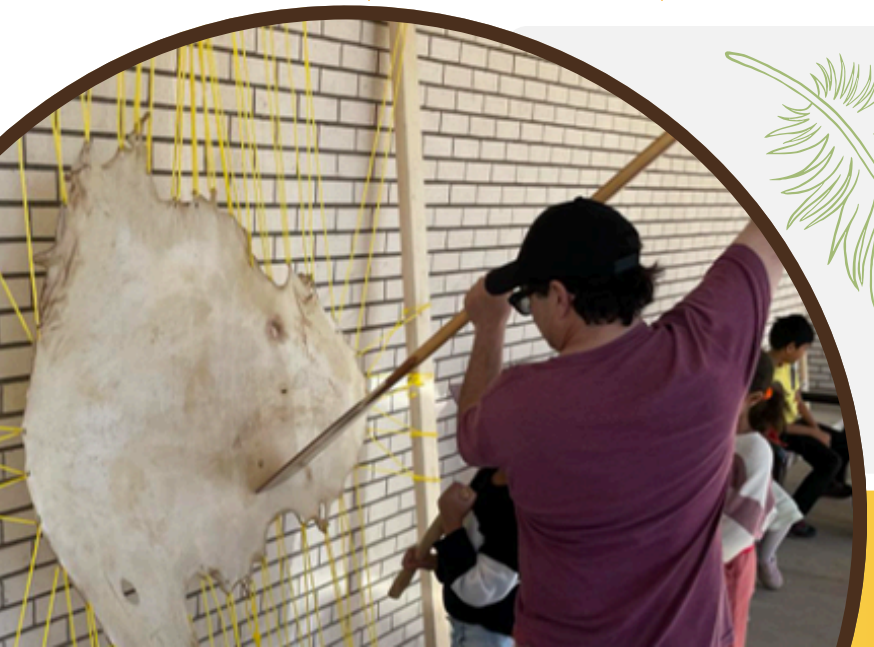
Students and staff build understanding through meaningful partnerships with Elders, Knowledge Keepers, families, and Indigenous communities.

Student Success

Indigenous High School Advisors support students and families in building relationships with schools while promoting belonging, attendance, achievement, and graduation.

Looking Forward

We continue to strengthen recruitment, learning opportunities, and partnerships that reflect and celebrate the diversity of our school communities while advancing reconciliation through meaningful action.



LAND ACKNOWLEDGEMENT

Regina Catholic Schools acknowledges that our schools are blessed to live and learn on Treaty 4 territory, traditional lands of the nêhiyawak, nahkawé, Nakota, and homeland of the Métis, Lakota, and Dakota. Collectively, we are committed to seeking the Truth and taking intentional steps toward Reconciliation with Indigenous Peoples in our communities.

Every Learner Belongs

Diversity, Equity, Inclusion & Accessibility

Welcoming. Inclusive. Christ-Centred.

Regina Catholic Schools is committed to diversity equity, inclusion, and accessibility (DEIA) by creating learning and working environments where every student, employee, and family experiences dignity, belonging, and respect. Inspired by the Gospel, we recognize the unique gifts of every person and strive to ensure all members of our community have equitable opportunities to learn, grow, and succeed.

> ***Every person has an unconditional worth and is created in the image and likeness of God.***

We Welcome

We foster safe, caring, and inclusive schools where every learner feels known, valued, and respected.

We Support

We remove barriers to learning and well-being by providing equitable opportunities and responsive supports for students and staff.

We Respect

We honour the diversity of our communities and are committed to building relationships based on dignity, understanding, and mutual respect.

"I have come that they may have life, and have it to the full."
John 10:10

Our Core Commitments

Guiding Our Work, Shaping our Future

Our promise to every learner, every family, and every school.

These commitments guide every decision we make and every action we take. Together, they provide the foundation for our strategic priorities and ensure our work remains focused on student success, faith formation, and continuous improvement.

CATHOLIC COMMUNITIES

We nurture vibrant Catholic learning communities where faith is lived daily through prayer, service, relationships, and a shared commitment to the Gospel.

STUDENT SUCCESS

We are committed to providing every learner with engaging, inclusive, and high-quality learning experiences that foster academic excellence, faith formation, and personal growth.

TRANSITIONS & PATHWAYS

We support students through every stage of their educational journey by creating smooth, connected transitions to future pathways that celebrate diversity, foster inclusion, and build confidence, belonging, and success.

GLOBAL CITIZENSHIP

We prepare students to become compassionate leaders who serve others, care for creation, and contribute positively to local and global communities.

"Known. Valued. Challenged. Inspired."

How Our Work Aligns
From Province to Classroom

Connecting Priorities to Student Success.

Saskatchewan's Provincial Education Plan focuses on the needs of all PreK–12 students, ensuring they feel safe, supported, valued, and able to be themselves in their schools, families, and communities. Each of our four Core Commitments to Students and Families is a local expression of a Provincial Education Plan priority. Rooted in Faith provides the overarching framework for our three-year journey, connecting these commitments to our six strategic priorities, each of which advances a Core Commitment while contributing to the shared vision of the plan.

ROOTED IN FAITH:
Growing in Excellence, Branching in Service, Bearing Good Fruit

RCSD CORE COMMITMENTS TO STUDENTS & FAMILIES

Our Core Commitments translate the provincial direction into what students and families can expect from Regina Catholic Schools, in every school, every year.

- Catholic Communities
- Student Success
- Transitions & Pathways
- Global Citizenship

RCSD STRATEGIC PRIORITIES

Our six strategic priorities turn these commitments into focused action, guiding the work we will undertake across Regina Catholic Schools throughout 2026–2029.

- Faith in Action
- Excellence in Learning & Achievement
- Thriving Students & Staff
- Truth, Reconcilliation & Indigenous Success
- Strong Transitions & Lifelong Pathways
- Supports for Students

PROVINCIAL EDUCATION PLAN PRIORITIES

Saskatchewan's Provincial Education Plan establishes four priorities that guide a shared focus on student success, safety, well-being, and preparation for the future.

- Learning & Assessment
- Mental Health & Well-Being
- Student Transitions
- Indigenous Education

One plan. One journey. A shared focus on every learner.

STRATEGIC PRIORITY 1

Faith in Action
Living the Gospel

Faith Connection: Faith is demonstrated through action, witness, and leadership.

Our Commitment

Faith is the foundation of Regina Catholic Schools. We are committed to ensuring that Catholic identity is more than something we teach; it is something we live through our daily actions, relationships, and service. Rooted in the Gospel and guided by Catholic Social Teaching, we foster a culture of human dignity, solidarity, compassion, justice, and care for our common home. Through faith-filled leadership, meaningful partnerships, and a commitment to serving others, our students and staff will be witnesses to the Gospel, bringing faith to life through their words, actions, relationships, and service to others.

Over the next three years we will:

- Strengthen faith-filled student and staff leadership opportunities across all schools and workplaces.
- Deepen family, parish, and community engagement through shared events, celebrations, and partnerships.
- Recognize and celebrate stewardship and service contributions from students, staff, and community partners.
- Integrate Catholic Social Teaching into learning, leadership, service, and decision-making, empowering students and staff to put faith into action and contribute to a more just and compassionate world.

OUR FOCUS

FAITH FORMATION

Nurture a living faith through formation, prayer, worship, and opportunities for students and staff to grow in discipleship.

CATHOLIC IDENTITY

Continue to make Catholic identity and faith formation visible in every aspect of teaching, learning, leadership, and school life to strengthen our Catholic identity.

PARTNERSHIPS

Strengthen relationships with families, parishes, and community partners to extend faith, learning, and service beyond the school.

CELEBRATING OUR JOURNEY

Recognize the growth, service, and witness that reflect faith lived in action.

OUR OUTCOMES

- Students graduate as compassionate, faith-filled global citizens who live the Gospel in their communities.
- Catholic identity and faith formation are clearly visible across teaching, learning, and decision-making.
- Family, parish, and community partnerships flourish and are sustained beyond the life of this plan.

"Let your light shine before others, that they may see your good works and glorify your Father in heaven."
Matthew 5:16

Regina Catholic Schools

Excellence in Learning & Achievement
Empowering Success

STRATEGIC PRIORITY 2

Faith Connection: God has gifted every learner with unique talents and strengths.

Our Commitment

We are committed to providing engaging, inclusive, and high-quality learning experiences where every student is known, valued, challenged, and inspired to achieve their God-given potential. Through evidence-informed instruction, innovation, and responsive supports, we will foster excellence in learning and achievement for every learner.

Over the next three years we will:

- Utilize universal screening strategies, in English and French, three times per year to detect areas of concern in reading acquisition, with early detection and intervention in Grades 4-8.
- Implement a research-based, evidence-based phonics program for core instruction and for intervention with struggling readers at any grade.
- Provide professional development and resources targeting literacy, writing, and numeracy instruction that is responsive to student needs.
- Provide intervention supports in reading, writing, and math, guided by ongoing data review at the school and division level.

OUR FOCUS

LITERACY

Strengthen literacy instruction through universal screening, research-based phonics, and targeted intervention to support every learner's success.

NUMERACY

Build strong mathematical understanding through high-quality instruction, engaging learning experiences, and evidence-informed practices.

INCLUSIVE LEARNING

Provide equitable learning opportunities and responsive supports so every student is known, valued, challenged, and inspired to reach their God-given potential.

FUTURE READY LEARNING

Foster innovative learning environments that leverage technology to personalize learning, promote engagement, and prepare students for the future.

OUR OUTCOMES

- Every student experiences growth, challenge, and success while recognizing their God-given gifts.
- Students meet or exceed grade-level expectations in reading, writing, and mathematics.
- Students with diverse learning needs receive equitable, inclusive supports.
- Innovative, future-ready learning practices are embedded across classrooms.

"Whatever you do, work at it with all your heart, as working for the Lord."
Colossians 3:23

Regina Catholic Schools

Thriving Students & Staff Well-Being & Belonging

STRATEGIC PRIORITY 3

Faith Connection: We are called to care for the dignity and well-being of every person.

Our Commitment

We are committed to fostering welcoming, inclusive, and caring learning and working environments where the well-being of every student and staff member is supported. Through meaningful relationships, responsive supports, and a culture of belonging, every individual will have the opportunity to flourish spiritually, emotionally, socially, and academically.

Over the next three years we will:

- Strengthen tiered mental health and well-being supports through learning, transitions, staff capacity, and community partnerships.
- Promote a culture of well-being through resilience, staff wellness, and safe, caring environments.
- Foster belonging and inclusion through relationships, diversity, and Indigenous ways of knowing and doing.
- Use data and reflection to improve student well-being supports and outcomes.

OUR FOCUS

STUDENT WELL-BEING

Support the physical, emotional, mental, spiritual, and social well-being of every student through caring relationships, responsive supports, and positive school experiences.

STAFF WELLNESS

Promote healthy, supportive workplaces that value employee wellness, professional growth, and a positive organizational culture.

BELONGING & INCLUSION

Foster safe, inclusive, and caring school communities where every student and staff member feels valued, respected, and connected.

SAFE & CARING SCHOOLS

Strengthen positive school climates through proactive wellness initiatives, restorative practices, and collaborative supports.

OUR OUTCOMES

- Students, families, caregivers, educators, and school leaders have a shared understanding of mental health, well-being, and available supports.
- Strengthen collaboration to improve access to mental health supports and services.
- Expand access to inclusive, culturally, and linguistically responsive programs that support student well-being and success.
- Use tools and processes to assess progress and support continuous improvement.

"I have come that they may have life, and have it to the full."
John 10:10

Regina Catholic Schools

Truth, Reconciliation & Indigenous Success

Walking Together in Truth

STRATEGIC PRIORITY 4

Faith Connection: Walking together in truth, reconciliation, respect, and justice.

Our Commitment

We are committed to advancing Truth and Reconciliation and cultural revitalization by honouring Indigenous histories, cultures, languages, and ways of knowing. Guided by respect, meaningful relationships, and the Truth and
Reconciliation Commission's Calls to Action, we will continue to create welcoming learning environments where Indigenous students, families, and communities feel valued, supported, and empowered to succeed.

Over the next three years we will:

- Embed Indigenous perspectives, ways of knowing, and Treaty education across K–12 curricula while advancing the Truth and Reconciliation Commission's Education Calls to Action (#62–64).
- Strengthen partnerships with Elders, Knowledge Keepers, and communities to deepen understanding of Indigenous spirituality, ceremony, land-based learning, and language revitalization.
- Create welcoming, inclusive, culturally, and liguistically affirming school environments where Indigenous students and families feel valued, supported, and connected.
- Provide targeted supports for Indigenous students and families, including relationship-building, attendance initiatives, and graduation pathways, to enhance student success.
- Recruit, develop, and retain a diverse workforce that reflects the identities and experiences of the student population.

OUR FOCUS

TRUTH & RECONCILIATION

Deepen understanding of the Truth and Reconciliation Commission's Calls to Action through authentic learning, reflection, and action.

INDIGENOUS EDUCATION

Embed Indigenous perspectives, ways of knowing, and Treaty Education throughout teaching, learning, and school life.

RELATIONSHIPS & BELONGING

Strengthen meaningful relationships with Indigenous students, families, Elders, Knowledge Keepers, and community partners.

INDIGENOUS STUDENT SUCCESS

Support Indigenous learners through responsive programming, strong relationships, and pathways that promote attendance, achievement, and graduation.

OUR OUTCOMES

- Students become bridge-builders who honour the dignity, history, and gifts of Indigenous Peoples.
- Indigenous learners and families experience a strengthened sense of belonging that builds trust and supports shared goals for student achievement and well-being.
- Strengthen relationships between Indigenous communities and the Catholic faith community through meaningful partnership, truth-telling, reconciliation, and ongoing dialogue that honours Indigenous voices, knowledge systems, and cultural identities.

"Learn to do good; seek justice, correct oppression."
Isaiah 1:17

Regina Catholic Schools

Strong Transitions & Lifelong Pathways

Supporting Every Journey

STRATEGIC PRIORITY 5

Faith Connection: Every learner is called to discover God's purpose for their life.

Our Commitment

We are committed to supporting every learner through each stage of their educational journey, including entry into school communities, transitions and pathways from early learning through graduation and beyond. By fostering meaningful transitions, strengthening family partnerships, and preparing students for future pathways, we will help every learner discover and pursue their God-given purpose.

Over the next three years we will:

- Use the *Portrait of a Graduate* as a vision of the desired student outcome, guiding our actions, priorities, decisions, and planning.
- Advance future readiness by connecting student learning and graduation to pathways for success, including employment, entrepreneurship, self-employment, skilled trades, community engagement, and continued learning, while supporting students with diverse strengths, abilities, and aspirations through partnerships with employers, community organizations, industry, and educational institutions.
- Coordinate and enhance supports through Student Support Teams, Guidance Counsellors, and Indigenous Advisors to help students remain engaged, successful, and on track for graduation.
- Prioritize proactive family communication and engagement, particularly at key transition points, through supports such as orientations, school tours, Spend-a-Day activities, and parent information sessions.
- Strengthen attendance and engagement strategies through early identification and intervention, credit tracking, mentoring, and strong relationships with staff.

OUR FOCUS

EARLY YEARS & SCHOOL TRANSITIONS

Support students and families through every transition with confidence, connection, and continuity.

FAMILY ENGAGEMENT

Strengthen partnerships with families to support student success throughout every stage of learning.

GRADUATION PLANNING

Empower every student to graduate with a clear plan for their future and the supports needed to achieve success.

FUTURE PATHWAYS

Prepare students for diverse futures by supporting pathway planning and partnerships that connect learning to employment, entrepreneurship, community engagement, continued learning, and lifelong success.

OUR OUTCOMES

- Every student has a plan for graduation that prepares them for their career and life pathway.
- Families and caregivers stay engaged from school entry through to graduation.
- Students demonstrate strong attendance and engagement at key transition points.

"The LORD will watch over your coming and going, both now and forevermore."
Psalm 121:8

Regina Catholic Schools

STRATEGIC PRIORITY 6

Supports for Students
Welcoming Every Family

Faith Connection: Welcome one another, therefore, as Christ has welcomed you, for the glory of God. Romans 15:7

Our Commitment

We are committed to creating welcoming, inclusive, and accessible learning communities where all learners and all families feel valued, supported, and connected. Through strong relationships, responsive communication, and meaningful partnerships, we will help every family fully participate in their child's educational journey.

Over the next three years we will:

- Strengthen family engagement and belonging by building meaningful relationships, increasing participation in school communities, and providing inclusive opportunities for cultural connection and engagement.
- Support EAL student success and transitions through ongoing family communication, monitoring and reporting of language development, and collaborative planning for transitions between elementary and secondary school.
- Provide responsive, inclusive, and equitable supports through differentiated instruction, tiered interventions, specialized services, and individualized planning for diverse learner needs.
- Build collaborative, culturally responsive school communities by promoting mental health and well-being, celebrating diversity and Indigenous perspectives, engaging community partners, and using professional learning and data to continuously improve student outcomes.

OUR FOCUS

WELCOMING SCHOOLS

Create welcoming, inclusive, and accessible school communities where families feel a strong sense of belonging.

FAMILY ENGAGEMENT

Strengthen relationships with families through meaningful communication, participation, and partnership in school life.

LANGUAGE & COMMUNICATION

Reduce language barriers by providing accessible communication and supports that enable families to fully engage in their children's learning.

STUDENT SUCCESS & TRANSITIONS

Support learners through successful transitions and collaborative planning that promotes academic achievement and long-term success.

OUR OUTCOMES

- EAL and newcomer students and families experience welcoming, inclusive, and accessible school communities where they are informed, engaged, and supported as partners in learning and school life.
- Students develop English language proficiency through responsive, individualized language supports that enable participation and success in learning.
- Students have equitable access to learning through inclusive practices, early identification, and timely, coordinated supports that address diverse strengths, needs, and abilities.
- Students experience well-being, belonging, and success through evidence-based mental health, social-emotional learning, and culturally responsive practices that honour diversity.

"I was a stranger and you welcomed me."
Matthew 25:35

Regina Catholic Schools

Enterprise Risk Management
Understanding Risk

Protecting what matters. Preparing for what's ahead.

Enterprise Risk Management supports responsible stewardship by helping Regina Catholic Schools identify, assess, respond to, and monitor risks that could affect our students, staff, operations, resources, and ability to fulfill our mission.

OUR ENTERPRISE RISK LANDSCAPE

RISK 01
Duty to Accommodate - Students

Risk that increasingly diverse and complex student needs require additional specialized supports, staffing, resources, and adequate Provincial funding. If these needs cannot be effectively accommodated, student success and educational service delivery may be impacted.

RISK 02
Rising External Pressures on School and Educational Capacity

Risk that responsibilities traditionally addressed by health, social service, and community support systems continue to shift to schools, increasing demands on staff and resources and affecting the Division's capacity to deliver its core educational mission.

RISK 03
Spending within Means

Risk that rising costs, inflationary pressures, and funding constraints may reduce the Division's ability to sustain programs, services, and infrastructure investments while maintaining high-quality educational outcomes for students.

RISK 04
Labour Relations

Risk that challenges in maintaining positive and productive relationships with employee groups could lead to disruptions, increased costs, reduced organizational effectiveness, or impacts on the delivery of educational services to students.

OUR APPROACH TO RISK

IDENTIFY
Understand emerging and existing risks across the Division.

→

ASSESS
Evaluate likelihood, impact, and exposure to prioritize risks.

→

RESPOND
Implement appropriate strategies and controls to mitigate risks.

→

MONITOR
Track changes, evaluate effectiveness, and strengthen controls continuously.

"Whoever is faithful in very little is faithful also in much."
Luke 16:10

Regina Catholic Schools

Portrait of a Graduate
Celebrating Every Learner

Grounded in Faith. Ready to Make a Difference.

The Portrait of a Graduate describes who our students are becoming through their Rooted in Faith journey, grounded in Catholic teaching and prepared to live with purpose as contributing members of their communities and the world. It recognizes that every student's journey is unique and that success takes many forms, shaped by individual strengths, abilities, aspirations, experiences, and pathways. It serves as a touchstone for our work, guiding and informing how we support every learner throughout their educational journey and how we measure progress.

Ethical Global Citizens

COMMPASIONATE I INCLUSIVE I PURPOSEFUL I RESPONSIBLE

- Demonstrate compassion, empathy, and a sense of purpose rooted in Catholic teachings.
- Value and respect diversity amongst all peoples and foster inclusive environments, actively engaging in matters of justice and equality.
- Utilize knowledge and skills to champion positive change and advocate for self and others.
- Build meaningful, supportive relationships and effectively use personal, community, and professional resources.

Open-Minded Critical Thinkers

CURIOUS I REFLECTIVE I ETHICAL I GROWTH-ORIENTED

- Empathize with the perspectives of others.
- Act responsibly in promoting personal beliefs and ethics by seeking and reflecting upon new experiences and ideas.
- Critically consume, share, and act on information with integrity and clarity of impact.
- Employ a reflective, flexible, and growth-oriented mindset to resolve challenges and pursue opportunities.

Resilient Life-Long Learners

RESILIENT I PURPOSEFUL I CREATIVE I RESPONSIBLE

- Exhibit resilience and purposeful planning to achieve short- and long-term goals.
- Welcome and apply constructive feedback for personal and professional improvement.
- Apply past learnings, skills, and experiences to solve new problems critically and creatively.
- Accept personal responsibility and demonstrate life-long learning as they face the opportunities and challenges beyond high school.

Effective Communicators

COLLABORATIVE | RESPECTFUL | CLEAR | ADAPTIVE

- Proactively lead and collaborate with people across diverse backgrounds to achieve shared goals.
- Effectively convey messages in multiple mediums or languages.
- Engage actively and respectfully in interactions with others.

The Portrait of a Graduate is our shared vision of who students become through their RCSD journey, and the measure of the impact of our work together.

"By their fruits you will know them."
Matthew 7:16

Regina Catholic Schools

Moving Forward Together

Working Together for Every Learner

Growing Together. Serving Together. Bearing Good Fruit.

This plan is more than a roadmap for the next three years. It is a shared commitment to the students, families, staff, parishes, and communities we serve.

Thank you to everyone who shared their voice, offered their wisdom, and helped shape this vision for Regina Catholic Schools. We look forward to walking this journey together; growing in excellence, branching outward in service, and bearing good fruit in faith and achievement.

Our journey continues.

Regina Catholic Schools

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*Inspiring every student to **succeed** and to live as disciples of **Christ**.*