



**VISION 2025**  
A PASSPORT  
TO THE WORLD





# OUR STRATEGY

Dear Lycée Community,

The last three years have been transformational at Lycée Louis Pasteur. We have embraced new leadership with enthusiasm for the continuous improvement of our school. It is from this position that, in 2018, we began a comprehensive and collaborative strategic planning process.

A dedicated group of faculty, administration, senior leaders, and members of the board formed a strategic planning committee. The committee focused on research, SWOT analysis, focus group data, committee exercises, and industry trends. We had to challenge our assumptions and push ourselves to think differently. After a year of steadfast work, the Board of Directors unanimously approved the Strategic Plan in November 2019, and we are proud to share our vision with you.

Our strategic plan is a passport to the world for our students. It paves the road for the Lycée's future as the leading institution in bilingual and international education in Calgary. It supports the mission and the vision of the Lycée and guides us in realizing our potential. We have focused our plan into the following three pillars:

- **Educational Excellence**
- **Vibrant Community**
- **Sustainable Future**

We have set ambitious goals and a framework for how to achieve them. These building blocks serve to strengthen our academics, community engagement, and to ensure our facilities are supportive of student success. The plan provides inspiration, prioritization, and resource allocation for the coming years.

We shaped our strategy with broad participation from our multicultural, committed, and insightful community members. Thank you to our diligent strategic planning committee, parents, staff, students, and board members who contributed. It was a pleasure to work with you to shape the vision for our school.

With the support of our community, our school can take bold steps forward. We are looking forward to this exciting journey.

**Phillip Mincher**  
*Chair of the Board of Directors*

**Frédéric Canadas**  
*Head of School*

# OUR PROCESS

During the 2018-2019 school year, Lycée Louis Pasteur launched a comprehensive strategic planning process. In order to build a base of sound information and to guide the planning process, the school enlisted the assistance of a research and planning firm, Ian Symmonds & Associates. A comprehensive research effort was completed, including stakeholder surveys, competitive and educational landscape analysis, market segmentation, and demographic trends. This information laid the foundation for sound assumptions about the future.

The strategic planning steering committee worked collaboratively through a series of exercises designed to establish priorities based upon the findings of the research. This process culminated in the spring and summer of 2019, with the steering committee developing a small set of priorities for future focus.

As strategic priorities were developed, the steering committee expanded upon them to outline specific initiatives, action plans, and a series of sequenced priorities. The following white paper draft outlines these initiatives and associated action plans.

Each of these strategic goals contains several strategic initiatives and numerous action plans. The strategic initiatives and action plans benefit from having additional implementation details, such as estimated costs and metrics of success, to be further developed in the planning process and will be utilized as the school moves forward on the execution of the strategic plan.





## OUR STORY

Founded in 1966, Lycée Louis Pasteur is Calgary's premier international French school. As a non-denominational private school, we welcome students ages 3 years old to Grade 12. We are located in the South West of Calgary, in the quiet, residential neighbourhood of Marda Loop (Altadore).

We are the only school in Calgary to teach both the French Ministry of Education and Alberta Education curricula and to offer such a dual certification - the Alberta High School Diploma and the French Baccalauréat. The French curriculum is taught in French by French native speakers, the majority of whom have received their teaching credentials from the French Ministry of Education. English is taught from Maternelle to Grade 12. Spanish is added to the curriculum in Grade 6 and is taught until Grade 12.

In addition to offering a unique and well-rounded program, Lycée Louis Pasteur is a member of the AEFÉ, a network of approximately 500 schools in 135 countries. In Canada, there are seven lycées. Lycée Louis Pasteur is the only school in Calgary to be a member of this prestigious network.

We welcome over 35 nationalities and linguistic backgrounds each school year! Lycée students are educated in a truly multicultural and multilingual environment, preparing them to become responsible citizens and leaders in a global community.

## OUR MISSION

To provide challenging and stimulating bilingual education within a multicultural and multidisciplinary environment.

## OUR VISION

Education for Participation in the Global Community

## OUR VALUES

At Lycée Louis Pasteur, we value:

- The integration of the curricula and learning philosophies of Alberta and France
- Culturally diverse student and educator school population
- Sustainable academic excellence
- Student achievement fostered through independent and supportive learning
- Curriculum embedded art, music, and physical education
- Community awareness and responsibility





## EDUCATIONAL EXCELLENCE

We believe in providing our students with comprehensive and versatile experiences to prepare them for the world's new paradigm.

## VIBRANT COMMUNITY

We believe in developing the next generation of leaders through enhanced local and international experiences.

## SUSTAINABLE FUTURE

We believe in continuous improvements to ensure the school is thriving for generations to come.

Left: Climbing Wall built with generous donations from the community.

# EDUCATIONAL EXCELLENCE

Deliver a premier multilingual and multicultural educational experience that prepares students for the future.

**We will:**

- Advance the international character of the Lycée.
- Promote best practices in bilingual education.

Develop well-rounded and curious individuals through the promotion of personal growth.

**We will:**

- Expand the use of technology as an educational tool.
- Further cultivate our co-curricular programs.





## VIBRANT COMMUNITY

Communicate our shared identity and advance effective marketing and enrollment management strategies to ensure the Lycée is recognized as a leader in international French education locally and in North America.

**We will:**

- Improve our communication strategies with our current and prospective families.
- Strengthen our enrollment management system.

Offer both an unparalleled international experience and an increased local engagement to our students so they become active, ethical, and empathic global leaders.

**We will:**

- Deepen our relationships with the Calgary community.
- Grow both the inbound and outbound foreign exchange program.



# SUSTAINABLE FUTURE

Provide safe and environmentally friendly physical infrastructures that support the educational and program needs of the school.

**We will:**

- Enhance the facilities for an enjoyable campus experience.
- Build an eco-friendly and environmentally sustainable community.

Secure the continued financial stability and affordability of the school through increased philanthropy and the implementation of an innovative business model.

**We will:**

- Update our financial and risk management plans.
- Develop our culture of philanthropy.

Right: New Library built in 2019 with generous donations from the community.





# THANK YOU

## STEERING COMMITTEE

Anne-Cécile Bezault  
*Secondary Teacher*

Joya Brooks  
*Director of the English Program*

Frédéric Canadas  
*Head of School*

Heather Coleman  
*Strategic Planning Committee Chair*

François Heller  
*Head of Secondary School*

Stéphanie Lopé  
*Former Admissions Manager*

Geoffrey Milnes  
*Physical Education Teacher*

Phillip Mincher  
*Chair of the Board of Directors*

Pascale Moreau  
*Primary Teacher*

Stéphane Nouaillac  
*Primary Teacher*

Nicole Pereversoff  
*Secondary Teacher*

Charlotte Plombin  
*Elected Director, Secretary*

Amy Pollard  
*Director of Finance and Operations*

Jennifer Pound  
*Elected Director, Treasurer*

## BOARD MEMBERS

Claudia Aguirre  
*Former Director*

Frédéric Canadas  
*Head of School*

Heather Carnahan  
*Former Chair and Director*

Heather Coleman  
*Elected Director*

Ryan Hoult  
*Elected Director*

Anusha Kassin  
*Elected Director*

Benoît Lafay  
*Elected Director, Vice Chair*

David Lefebvre  
*Elected Director*

Phillip Mincher  
*Chair of the Board of Directors*

Stuart Olley  
*Elected Director*

Charlotte Plombin  
*Elected Director, Secretary*

Jennifer Pound  
*Elected Director, Treasurer*

Aruna Yellayi  
*Elected Director*

## WORK GROUPS

Claudia Aguirre  
*Former Director*

Mark Bajramovic  
*Parent*

Jonathan Bateman  
*Operations Manager*

Olivier Binet  
*Secondary Teacher*

Heather Carnahan  
*Former Chair and Director*

Geoff Carnegie  
*Parent*

Jason Giborski  
*Parent*

Meagan Glass  
*Parent*

Ryan Hoult  
*Elected Director*

Anusha Kassin  
*Elected Director*

Benoît Lafay  
*Elected Director*

Darilyn Landfried  
*Parent*

Caroline LaPierre  
*Parent*

Danielle LeBlanc  
*Communication and Events Advisor*

David Lefebvre  
*Elected Director*

Lucas Massin  
*Secondary Teacher*

David McLean  
*Parent*

Phillip Mincher  
*Chair of the Board of Directors*

Yasmin Mohamed  
*Primary Teacher*

Olivia Raphanel  
*Primary Teacher*

Jean-François Richer  
*Parent*

Corinne Rippel  
*Primary Teacher*

Rita Ross  
*Accounting Manager*

Nicole Rowland  
*Primary Teacher*

Paola Sanchez  
*Primary Teacher*

Anne Soulhol  
*Secondary Teacher*

Damien Thenin  
*Parent*

Catherine Bouwa  
*Admissions Manager*

Marion Wunschel  
*Former Primary Teacher*



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