

**NORTHLAND SCHOOL DIVISION 'EVERY DAY COUNTS'  
ATTENDANCE IMPROVEMENT OPERATIONAL PLAN  
February 2018 – August 2023**

**VISION: ALL STUDENTS LOVE TO COME TO SCHOOL IN NORTHLAND**

**Goal 1: Northland attendance data is accurate and used to inform decision-making**

*Long-Term Outcome 5: Northland School Division is well governed and managed.*

**Strategy 1.1: Standardize attendance tracking processes**

	<b>ACTIONS</b>	<b>OUTPUTS/DELIVERABLES</b>	<b>COMPLETION DATE AND CHECK POINTS</b>	<b>RESPONSIBILITY</b>	<b>COST REQUIREMENTS</b> <i>(dollars, staffing, time)</i>	<b>RESULTS ACHIEVED</b>
<b>TRACK PROGRES</b>	Ensure principals at each school use the Attendance Improvement Planning & Reporting Template	School-level progress report	March, 2016  Reporting 3x a year  To be fully implemented 2018/19 school year	Director of Student Engagement, Attendance and Completion (DSEAC)	Time: 0.2 FTE	
	Ensure attendance is recorded and documented accurately at each school, as per Administrative Procedure 330 and 330-A	<ul style="list-style-type: none"> <li>• Daily attendance record</li> <li>• Accurate attendance data for each school</li> <li>• Documented reasons for absenteeism for each school</li> </ul>	September 1, 2017	Principal	Teachers, Principals Daily	Monthly attendance reports presented to Board of Trustees
	Establish an office of Student Attendance at the division-level	Director of Student Engagement, Attendance and Completion (DSEAC)	March, 2018	Superintendent	\$150,000/year for 5 years (salary, travel)	
	Implement School Attendance Improvement Committees at each school as per Attendance Improvement Planning & Reporting Template	Recommendations and community input to resolve attendance issues	September 1, 2018	DSEAC	Time: 1 hr/month for the meeting, 1 hr/month for meeting planning Cost of incidentals for the meeting	

**Strategy 1.1 (continued): Standardize attendance-tracking processes**

	<b>ACTIONS</b>	<b>OUTPUTS/DELIVERABLES</b>	<b>COMPLETION DATE AND CHECK POINTS</b>	<b>RESPONSIBILITY</b>	<b>COST REQUIREMENTS</b>	<b>RESULTS ACHIEVED</b>
<b>TRACK PROGRESS</b>	Develop and distribute district-wide attendance information charts to Superintendent, Associate Superintendents, Student Services, Principals, Board of Trustees	Monthly attendance charts, school-by-school, by division, comparison of school attendance and division goal	September, 2010	DSEAC	Student Data Coordinator Time: 1 hr/month	Monthly reports distributed to Superintendent, Associate Superintendents, Student Services, Principals, Board of Trustees
	Provide semi-annual training/ information sessions for school staff who require Maplewood training, skill enhancement and upgrading	Trained staff	February, 2017  Semi-annually: August and February	Student Data Coordinator	Student Data Coordinator, school admin staff Time: 2 days, twice a year \$30,000/conference	
	Develop and submit Maplewood attendance reports (principal monthly reports, student admissions, student retirements) to Central Office	Maplewood attendance reports	February, 2018  5 business days after month end	Student Data Coordinator	Student Data Coordinator, Records Management Clerk Time: 2 hr/month	
	Amend or review Administrative Procedure 330 and 330-A to have annual review markers	Updated Administrative Procedures	February, 2018 Annually	Superintendent	Time: 3 hr/year	
	<p><b>PERFORMANCE MEASURE(S):</b></p> <ul style="list-style-type: none"> <li>• 100% of schools use Maplewood in a consistent manner</li> <li>• 100% of schools have implemented the standardized attendance tracking processes</li> <li>• 100% of schools submit accurate school attendance information monthly.</li> <li>• 100% satisfaction of Superintendent, Associate Superintendents, and Board of Trustees with school attendance information.</li> <li>• 2% improvement in overall attendance per year for 4 years with the overall goal of 88%</li> </ul>					

**Strategy 1.2: Identify students struggling with attendance**

	<b>ACTIONS</b>	<b>OUTPUTS/DELIVERABLES</b>	<b>COMPLETION DATE AND CHECK POINTS</b>	<b>RESPONSIBILITY</b>	<b>COST REQUIREMENTS</b>	<b>RESULTS ACHIEVED</b>
<b>TRACK PROGRESS</b>	Identify chronic non-attenders, as per Administrative Procedure 330 and 330-A and present analysis to Board of Trustees	Semi-annual attendance analysis charts October and March	October, 2017  October analysis presented in November  March analysis presented in April	DSEAC	Associate Superintendents, Principals  Time: ½ day twice a year	November 2017 attendance analysis chart presented to Board of Trustees.
	Establish common definition for chronic absence	Chronic absence definition	January, 2018	Superintendent	Principals	Completed. Chronic non-attenders are defined as students who miss more than 10% of the month or 10% of the school year. 10% is defined as 2 or more days per month or 20 days in a school year.
	<b>PERFORMANCE MEASURE(S):</b> <ul style="list-style-type: none"> <li>100% of principals are aware of who the chronic non-attenders are in their schools</li> </ul>					

**Strategy 1.3: Analyze attendance data**

	<b>ACTIONS</b>	<b>OUTPUTS/DELIVERABLES</b>	<b>COMPLETION DATE AND CHECK POINTS</b>	<b>RESPONSIBILITY</b>	<b>COST REQUIREMENTS</b>	<b>RESULTS ACHIEVED</b>
<b>TRACK PROGRESS</b>	Analyze attendance data monthly to identify trends and early warnings and to inform decision-making	Monthly attendance data review	September 1, 2018  5 business days after month end	Principals	Time: 1 hr/month per principal	
	Share analysis of attendance data with Associate Superintendents, teachers, school council members, attendance improvement committees, parents and students	Monthly updates to stakeholders	September 1, 2018  Monthly	Principals	Time: 1 hr/month per principal	
	Develop strategies to address issues identified in analysis of the attendance data using the Attendance Reporting and Planning Template (e.g., use data to inform decision-making)	Revised strategies personalized for each student	September 1, 2018  Spring and fall during school planning process	DSEAC	0.1 FTE	
	<b>PERFORMANCE MEASURE(S):</b> <ul style="list-style-type: none"> <li>100% of principals employ specific strategies to address issues identified in the analysis of the attendance data</li> </ul>					

## Goal 2: Northland students are engaged in learning

*Long-Term Outcome 1 + 2: Northland School Division students are strong in identity, healthy and successful. Northland School Division is a leader for Indigenous education excellence*

### Strategy 2.1: Address chronic absences in Northland schools.

	ACTIONS	OUTPUTS/DELIVERABLES	COMPLETION DATE AND CHECK POINTS	RESPONSIBILITY	COST REQUIREMENTS	RESULTS ACHIEVED
<b>STUDENT ENGAGEMENT</b>	Develop a student attendance success plan for each at-risk/transient/chronically absent student to be included in the student's individualized program plan	Student success plan in place for each at-risk/transient/chronically absent student	September 1, 2018  Ongoing as needed	Teachers, Principals	Teachers, Principals Student Services Team  Time: 1 hr/student	
	Prioritize a division-wide and systemic professional development plan to train all certificated and non-certificated teaching staff in Response to Intervention (RTI) and Pyramid of Supports	Professional development plan  Trained staff	Plan begins September, 2018  Large scale kick off February 13, 2019	Associate Superintendents	Teachers, FNMI Department, Student Services, District Literacy, Principal, Pedagogical Supervisors  \$100,000/year for 5 years	
	<b>PERFORMANCE MEASURE(S):</b> <ul style="list-style-type: none"> <li>100% of chronic non-attenders have a student attendance success plan implemented within 4 weeks of chronic absenteeism being identified</li> <li>10% reduction in chronic non-attenders year over year</li> <li>80% of teachers, in each school year, trained in RTI by June 2020</li> </ul>					

**Strategy 2.2: Create a culture of learning that engages students, including academic, behavioural, cognitive and affective engagement**

	<b>ACTIONS</b>	<b>OUTPUTS/DELIVERABLES</b>	<b>COMPLETION DATE AND CHECK POINTS</b>	<b>RESPONSIBILITY</b>	<b>COST REQUIREMENTS</b>	<b>RESULTS ACHIEVED</b>
<b>STUDENT ENGAGEMENT</b>	Continue field trips to extend learning	Students attend sessions: WE Day (division sponsored) NSD Games (division sponsored) Post-secondary Tours (School sponsored) Skills Canada (Division sponsored)	October, 2016  WE Day - October Post-Secondary Tours - winter Skills Canada - May NSD Games - May	DSEAC	Teachers, supervisors, parents, Superintendent, Associate Superintendents  \$75,000	Students are attending events. We Day Nov 1. 2017 135 Students  Skills Canada May 1
	Enhance Career & Technology Studies (CTS) programming (e.g., foods, cosmetology, small engine repair)	Robust CTS/CTF progress plan Division wide	Analysis June, 2018 Strategies August, 2018	Pedagogical Supervisors	Time: 0.2 FTE  Budget: \$40,000	
	Revise Moving Forward with High School Redesign Projects	Student centered high school program	Annually in March Ongoing evaluation and improvements to HS ReDesign plans	Associate Superintendents	Associate Superintendents, Superintendent, High School Principals  Alberta Education High School Redesign team  \$30,000	
	Initiate a dual credit strategy across the division	Dual credit programming	September 1, 2018	Associate Superintendent, Area 2	Alberta Education Dual Credit Team HS Principals \$75,000	
	<p><b>PERFORMANCE MEASURE(S):</b></p> <ul style="list-style-type: none"> <li>75% of teachers, parents and students are satisfied with the opportunity for students to receive a broad program of studies including fine arts, career, technology, and health and physical education.</li> <li>88% of teachers, parents and students are satisfied with the overall quality of basic education.</li> <li>80% of teachers, parents and students indicate their school and schools in their jurisdiction have improved or stayed the same the last three years.</li> </ul>					

**Strategy 2.3: Create an atmosphere of respect and appreciation for individuals.**

	<b>ACTIONS</b>	<b>OUTPUTS/DELIVERABLES</b>	<b>COMPLETION DATE AND CHECK POINTS</b>	<b>RESPONSIBILITY</b>	<b>COST REQUIREMENTS</b>	<b>RESULTS ACHIEVED</b>
<b>STUDENT ENGAGEMENT</b>	Implement a Board of Trustees attendance recognition and award program	Board of Trustees Student Attendance Recognition Program	September 1, 2018	DSEAC	Superintendent Principals School Councils  \$50,000	
	Implement healthy competition between schools; e.g., sports, games	Board of Trustees Challenge	September 1, 2018	DSEAC	Superintendent Principals School Councils  \$25,000	
	Consult students individually about what matters to them	One on one student conferences	September 1, 2018	Family Wellness Workers	Principal Associate Superintendents Teachers  Time: 3 hrs/student	
	<b>PERFORMANCE MEASURE(S):</b> <ul style="list-style-type: none"> <li>90 % of parents, students, and teachers agree that NSD is safe and caring as per APORI Measure #1</li> </ul>					

**Goal 3: Northland students are successful in transitioning from grade to grade, school to work and school to post-secondary.**

*Long-Term Outcome 1 + 2: Northland School Division students are strong in identity, healthy and successful. Northland School Division is a leader for Indigenous education excellence*

**Strategy 3.1: Facilitate smooth transitions for students moving to different schools within Northland and outside of the division.**

	<b>ACTIONS</b>	<b>OUTPUTS/DELIVERABLES</b>	<b>COMPLETION DATE AND CHECK POINTS</b>	<b>RESPONSIBILITY</b>	<b>COST REQUIREMENTS</b>	<b>RESULTS ACHIEVED</b>
<b>SUCCESSFUL TRANSITIONS</b>	Collaborate with neighbouring school authorities to create transition plans for Northland students moving from NSD to other jurisdictions and authorities	Analysis of feeder system Transition plans	May, 2018 Analysis  November, 2018 Transition Plan	Associate Superintendents	Time: 2 full days/ Associate Superintendent	
	Create transition plans as required for Northland students transitioning to different schools within the division	Transition plans	May 2018	Associate Superintendents	DSEAC	
	Connect with FNMI workers at post-secondary institutions to plan for successful transitions for Northland students moving to post-secondary	Post-secondary tours include FNMI liaison connections	September 1, 2019 Ongoing	Principals	DSEAC  \$50,000	
	<b>PERFORMANCE MEASURE(S):</b>					
<ul style="list-style-type: none"> <li>100% of schools have transition plans in place.</li> </ul>						



**Goal 4: Collaborative partnerships are in place to support Northland student success**

*Long-Term Outcome 1 + 2: Northland School Division students are strong in identity, healthy and successful. Northland School Division is a leader for Indigenous education excellence.*

**Strategy 4.1: Implement Family Wellness Workers to provide confidential intervention services to students and families.**

	<b>ACTIONS</b>	<b>OUTPUTS/DELIVERABLES</b>	<b>COMPLETION DATE AND CHECK POINTS</b>	<b>RESPONSIBILITY</b>	<b>COST REQUIREMENTS</b>	<b>RESULTS ACHIEVED</b>
<b>COLLABORATIVE PARTNERSHIPS</b>	Implement Family Wellness Workers in three schools to support the emotional, behavioural and social wellbeing of students, enabling them to focus on learning at school	Family Wellness Workers in place	September, 2017	Director of Student Services	\$195,000	3 Family Wellness Workers hired as of October, 2017
	Expand Family Wellness Workers to 13.5.	Family Wellness Workers in place	September 1, 2018	Director of Student Services	\$750,000	
	<b>PERFORMANCE MEASURE(S):</b> <ul style="list-style-type: none"> <li>• 13.5 Family Wellness Workers in place by September 1, 2018</li> <li>• 90 % of parents, students, and teachers agree that NSD is safe and caring as per APORI Measure #1</li> </ul>					

**Strategy 4.2: Enhance parent and community engagement**

	<b>ACTIONS</b>	<b>OUTPUTS/DELIVERABLES</b>	<b>COMPLETION DATE AND CHECK POINTS</b>	<b>RESPONSIBILITY</b>	<b>COST REQUIREMENTS</b>	<b>RESULTS ACHIEVED</b>
<b>COLLABORATIVE PARTNERSHIPS</b>	Engage parents through school councils to respond to Alberta Education parent surveys	Completed parent surveys	February, 2018	Principals	Associate Superintendents, School Councils, Board of Trustees	
	Organize student attendance discussion events in each school community, based on the <i>Community Engagement Framework</i>	“Focus On” series – attendance – wellness – achievement	September 1, 2018	Communications Coordinator	0.1 FTE	
	Communicate about attendance with parents and community members using variety of methods with individualized messaging	Comprehensive communication strategy  Facebook, Twitter, website, newsletters, texting, radio, School Messenger	September 1, 2018	Communications Coordinator	\$25,000	
	Develop collaborative relationships/partnerships among parents/guardians, social workers and services providers in each school community	Collaborative relationships are established.	June, 2019	Family Wellness Workers, Principals	Family Wellness Workers	
	Create interagency agreements in each school community	Interagency agreements are in place	June, 2019	Director of Student Services	Family Wellness Workers	
	<b>PERFORMANCE MEASURE(S):</b>					
<ul style="list-style-type: none"> <li>75% of teachers and parents satisfied with parental involvement in decisions about their child’s education</li> </ul>						

**Goal 5: Northland students know that someone cares about them at school**

*Long-Term Outcome 1 + 2: Northland School Division students are strong in identity, healthy and successful. Northland School Division is a leader for Indigenous education excellence.*

**Strategy 5.1: Ensure every student has access to a key adult in the school who provides positive support**

	<b>ACTIONS</b>	<b>OUTPUTS/DELIVERABLES</b>	<b>COMPLETION DATE AND CHECK POINTS</b>	<b>RESPONSIBILITY</b>	<b>COST REQUIREMENTS</b>	<b>RESULTS ACHIEVED</b>
<b>POSITIVE CONNECTIONS</b>	Create school mentorship opportunities for students in each school	Students are connected to a mentor / adult in each school.	September, 2018	Director of Student Services	Assistant Supervisors of Student Services, Family Wellness Workers  \$50,000	
<b>PERFORMANCE MEASURE(S):</b> <ul style="list-style-type: none"> <li>100% of students are paired with a supportive adult in the school</li> </ul>						

**Strategy 5.2: Use student data to inform decision-making**

	<b>ACTIONS</b>	<b>OUTPUTS/DELIVERABLES</b>	<b>COMPLETION DATE AND CHECK POINTS</b>	<b>RESPONSIBILITY</b>	<b>COST REQUIREMENTS</b>	<b>RESULTS ACHIEVED</b>
<b>POSITIVE CONNECTIONS</b>	Ensure the participation of grade 4-12 students in the OurSchool student engagement surveys	Meaningful survey results	February, 2018	Principals	Time: 1 hr/student	Results available in Spring 2018
	Conduct analysis of OurSchool data and provide report to Board of Trustees annually.	Report to the Board of Trustees	May, 2018 Annually	DSEAC	Director of Student Services  ½ Day per year	Report provided to Board of Trustees in May, 2017  Data informed the development of the 5 year investment plan
	Develop a student and Board conference for the Board to hear student voice.	Student voice informs board decision making	Spring, 2019	DSEAC	Board of Trustees, Associate Superintendents, Principals, students  Cost: \$50,000	
	<b>PERFORMANCE MEASURE(S):</b> <ul style="list-style-type: none"> <li>• 100% of eligible students complete the OurSchool survey.</li> <li>• 85% of students report that they are satisfied with the overall quality of basic education.</li> </ul>					