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| 2016-17 Local Hoshin for NWSD – Student engagement will increase at all schools |
| TITLE: Which organization Hoshin does this project plan support? Student engagement will increase in all schoolsDate of Original Draft: April 8, 2014Date Last Updated: April 28, 2016 |

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| **Primary Owner: Jennifer Williamson** | **Secondary Owners: Dave Pero, Kate Renwick, Al Maier** |
| **Lead Unit/Branch:** | **Expert Advisor:**  |
| **Team Lead(s):** | **Other Team Members:**  |

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| 1. Problem Statement (Current state and the reason for action.) *[Explain what and how big the problem is and why strategic action is required to address it.]* | **4. Implementation Plan** (What are the high-level actions that will be taken to address the problem within the given timeframe? How will the future state be achieved?) *[More detail can be included in the Detailed Implementation Plan.]* |
| There are students who are not engaged because they have removed themselves from school on a permanent basis.There are students who do not engage because a lack of attendance and there are those who do not fully engage when attending.What are our current rates of absenteeism and engagement? How do we measure engagement levels? |

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| **Actions** | **Deliverables** | **Lead** | **Start Date** | **Completion Date** | **Resources Required (Human and Financial)** | **Risk/Mitigation** |
| 1. Create a student engagement SMART goal at the school level that is part of the annual Learning Improvement Plan - based on the student engagement data from OurSCHOOL Survey and/or focus groups.
 | Each school has a Learning Improvement Plan developed with SCC involvement and shared with Superintendent. | Principal | May 2016 | June 2016 | Time at staff meeting.  |  |
| 1. Focus the September SCC meeting at each school on the Learning Improvement Plan, a Board member and NWSD Superintendent will be present to engage in discussion.

(Discuss attendance, mentorship, student engagement goal) | Board member and Superintendent attend SCC meeting. | SCC and Superintendent | September 2016 | September 2016 | Allocation of time at SCC meeting. |  |
| 1. Review of Attendance Policies at all schools.

(Focus on promoting attendance, rather than punishment) | Schools submit attendance policies to Superintendent for review. School attendance policies will be published on school websites or student handbooks. | Superintendent and School administration | June 2016 | August 2016 | Meeting time. |  |
| 1. Schools will have a student mentorship program with effective strategies for student transition.

(Not just for at risk students, but also enrichment) | Each school has appropriate personnel to implement plan | Principaland Wellness Coordinator | Sept. 2016 | June 2016 | Principals share existing models for student mentorship. |  |
| 1. Support the social engagement of students by focusing on school culture and strategies to prevent bullying.

*Schools already required to have a bullying policy.**(Can be discussed in first SCC meeting with board)* | Schools use data from OurSCHOOL survey to update a school anti-bullying model. Must promote/include provincial anti-bullying tools. Provincial online-bullying tool. | Principal and Wellness Coordinator | Sept. 2016 | Ongoing | Principals share existing models for bullying prevention. |  |
| 1. Focus Groups
 | Focus groups of students. Share data with schools. Incorporate feedback into teacher supervision cycle and learning walks, PD to promote effective/engaging teaching strategies. | Jennifer, School Principal | Dec. 2016 | Dec. 2016 | Teachers, Administrators, Students |  |
| 1. Schools will run the High School Survey of Student Engagement.
 | Survey data, used to create an action plan | Jennifer | December 2016 | February 2016 | School administrators |  |

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| 2. Root Cause Analysis (What is causing the problem and what evidence can be provided to support the analysis?) *[Highlight baseline data and analysis that helps clarify the magnitude of the problem statement and narrow the focus for the future state statement. What are the barriers impeding change or success?]* |
| Students may not be attending due to complex social, family, health and economic issues that are beyond the school’s control, such as:* Addictions and substance abuse
* Mental health issues
* Dysfunctional families
* Transiency
* Many other reasons beyond students’ control

There are also factors that are within the control of the school, division or ministry that impact student engagement:* Deficit theorizing as opposed to strength theorizing
* Lack of information moving forward with the student into other schools – transition plans
* Content not relative
* Lack of relationship building (teacher and student, student to student). High correlation between student engagement and teacher engagement.
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| 3. Future State (How will the situation be different because of the actions taken to improve it?) *[List targets that address the problem(s) in the problem statement.]* | **5. Metrics** (How will you know a change has been an improvement?) *[Identify outcome and process metrics that will indicate the project success and include balancing measures to ensure the project doesn’t negatively affect other metrics.* ***These should relate to the actions noted above in the implementation plan.*** *Identify measures that are anticipated to change monthly.]* | **6. Engagement** (How is this plan informed by the lens of Student First? How will children, parents, teachers and stakeholders, etc., be engaged in this work?) *[Name any target groups required for success.]* |
| Students will be more engaged in school, which will be evident through the collection of data, such as attendance and the TTFM survey.Parent involvement in school will increase. | * Learning Improvement Plan student engagement goal.
	+ Student Mentorship model
* TTFM survey, use of short answer question to measure LIP goal.
* SCC meeting – initial meeting September to discuss LIP. Spring Program Plan used to evaluate progress.
* Anti-bullying strategy will be posted on school website.
* Monthly attendance tracking form submitted to Director.
* Wellness coordinator and mental health referral data.
* HUB data.
* Exit Survey themes
* Focus group themes will be identified and shared
 | Students and parents will be involved in providing advice in the area of student interest and need.Teachers, administrators and school division leadership personnel will be involved by carrying out the student engagement action plan and participating in the PD. |

