

NWT Student Success Initiative



Administrative Handbook

2007-2008

Contact Information

Education Operations and Development
Department of Education, Culture and Employment
Government of the NWT
P.O. Box 1320,
Yellowknife, NT X1A 2L9
Phone: (867) 873-7458
Fax: (867) 873-0338

The format for the NWT SSI Handbook is modeled after the AISI Handbook and Framework documents.
Permission to use these documents as a template for the NWT SSI was generously granted by Alberta Learning.

ALBERTA LEARNING CATALOGUING IN PUBLICATION DATA

Alberta. Alberta Initiative for School Improvement Education Partner Working Group.

Alberta Initiative for School Improvement: administrative handbook.

ISBN 0-7785-0791-2

1. School improvement programs — Alberta. 2. Educational change —

Alberta. I. Title.

LB2822.84.C2.A333 1999

371.2

Copyright © 1999, the Crown in Right of Alberta, as represented by the Minister of Learning.

Permission is given by the copyright owner for any person to reproduce this publication or any part thereof for educational purposes and on a nonprofit basis.

NWT Student Success Initiative



Administrative Handbook

2007-2008

Table of Contents

Table of Contents	i
Acknowledgements	ii
A. Introduction and Administrative Manual Purposes.....	1
B. NWT SSI Requirements and Processes Framework	2
C. Requirements	3
C.1 Funding	4
C.2 Eligibility by type of school authority	5
C.3 Scope of school authority proposal and projects	6
C.4 Project budget parameters, categories and scope	7
C.5 Improvement targets, measurement and evidence of success	8
C.6 Audit	13
C.7 Post Implementation Review (PIR).....	14
D. NWT SSI Local and Territorial Processes	15
D.1 Territorial and school jurisdiction roll-out, dissemination and communication	16
D.2 Local school authority project preparation	17
D.3 School jurisdiction proposal preparation and submission	19
D.4 Territorial review and approval of projects within the proposals.....	20
D.5 Review processes for problematic and/or rejected proposals and/or projects.....	20
D.6 Local implementation planning and execution.....	21
D.7 Funding flow.....	21
D.8 Ongoing, annual and summative measurement and evaluation	22
D.9 Local and territorial reporting	23
D.10 Clearinghouse, sharing and best/promising/professional practices	23
D.11 Auditing	24
E. ECE Contacts and Assistance	25
F. Memorandum of Understanding between GNWT and NWTTA	26
G. Forms	27

Acknowledgments

We wish to thank the NWT Student Success Initiative Working Committee and individuals at the Department of Education Culture and Employment who reviewed the AISI Framework and Administrative Handbook (Alberta Learning) and provided the suggestions, adaptations and ideas that have been incorporated into this administrative handbook for the NWT Student Success Initiative (NWT SSI).

The representatives involved in the development and preparation of this *NWT SSI Administrative Handbook* included:

NWT SSI Education Partners	Representatives
Northwest Territories Teachers' Association	David Murphy, President (2000-2004)
Yellowknife Catholic School Division	Kern Von Hagen, Superintendent
Commission scolaire de division	Gerard Lavigne, Superintendent
South Slave District Education Council	Curtis Brown, Superintendent
Early Childhood and School Services	Pamela Petten, Director
Education Operations and Development	Janet Grinsted, Director Joanne McGrath, Coordinator Kathy Zozula, Coordinator
Management Services	Sheila DeVine

A. Introduction and Administrative Handbook Purposes

The NWT Student Success Initiative (NWT SSI) has been implemented in NWT school jurisdictions, also referred to as “school authorities” in this manual, beginning in the 2002/2003 school year. This *NWT SSI Administrative Handbook*, prepared for the 2007-2008 school year, provides the NWT SSI program and implementation details.

The basic purpose of this *NWT SSI Administrative Handbook* is to provide school jurisdictions at the territorial and local:

- requirements, and
- processes

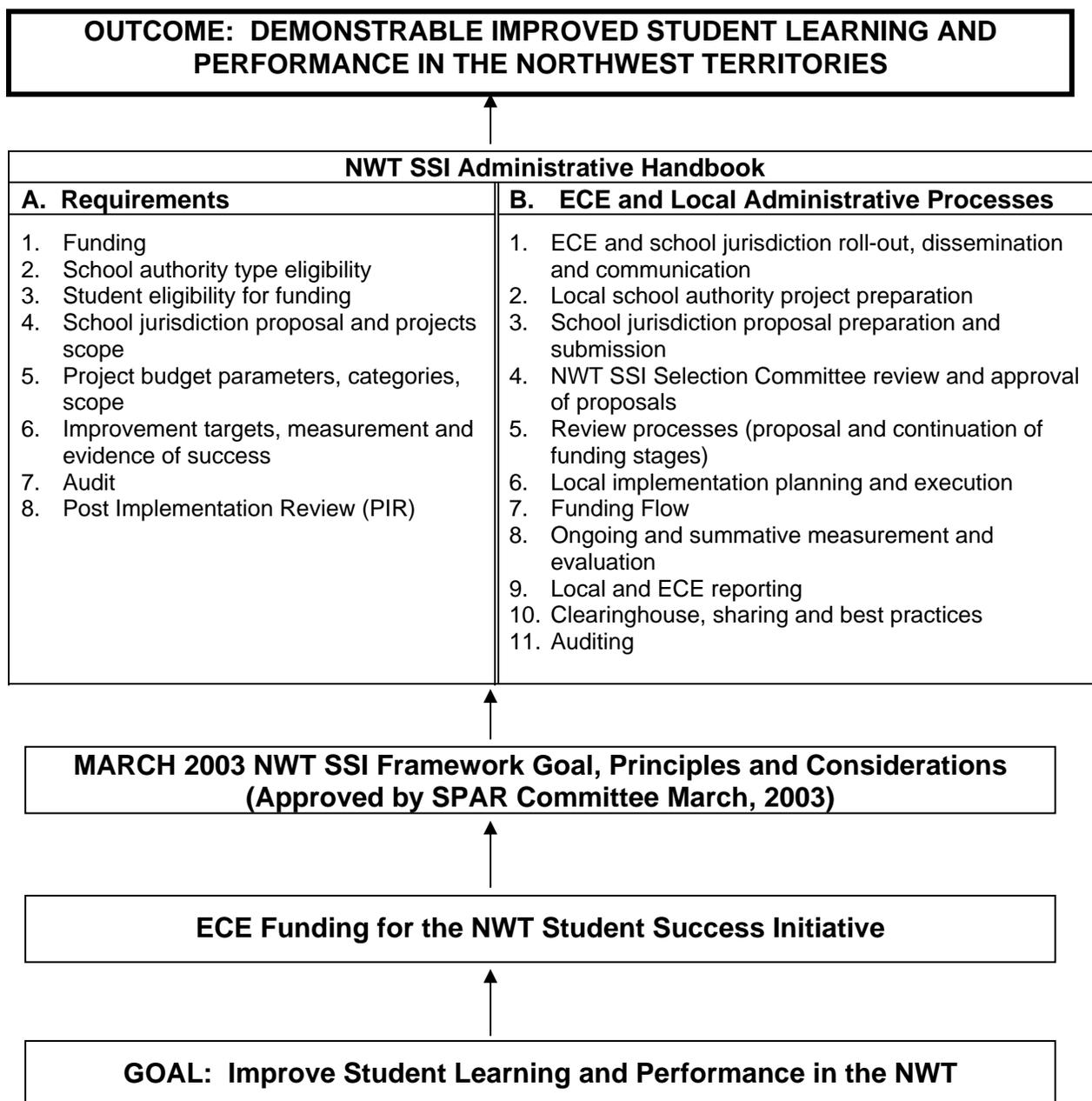
needed for planning, funding, implementing, managing, evaluating, reporting and sharing of school improvement projects.

The NWT SSI Working Committee recognizes that planning and implementing school improvement projects require substantial effort by all involved. This *NWT SSI Administrative Handbook* has been designed as a reference to assist school jurisdictions in creating, planning and implementing valuable, meaningful and sustainable NWT Student Success Initiative projects.

The *NWT SSI User Guide* has been developed as a simplified version of the *NWT SSI Administrative Handbook* and provides all of the relevant information for completing a proposal for NWT SSI funding. The *NWT SSI Administrative Handbook* should be used as a more complete reference for the requirements and processes.

B. NWT SSI Requirements and Processes Framework

The NWT SSI requirements and processes framework was developed to assist personnel involved in school improvement projects in understanding the “what”, “how”, “when” and “who” of NWT SSI before commencing the needs and planning processes for their improvement projects. That framework, which is the basis of the handbook, follows.



C. Requirements

This section specifies the requirements related to 7 areas:

1. Funding
2. School authority type eligibility
3. Scope of school authority proposal and projects
4. Project budget parameters, categories, scope
5. Improvement targets, measurement and evidence of success
6. Audit
7. Post Implementation Review (PIR)

Refer to the following sections in this handbook for information related to:

1. Associated local and territorial processes Section D
3. Submission forms Section G

C.1 Funding

1. Funding from ECE for the NWT Student Success Initiative (NWT SSI) is committed for the 2007-2008 school year.

2.

Funding reserved for "Focus Schools"	\$100,000
Commission scolaire base amount	\$ 15,000
N'Dilo and Dettah base amount	\$ 15,000
<u>DEC and YK DEA base amount \$55,000 x 7</u>	<u>\$385,000</u>
Total Funding for NWT SSI 2003/2004	\$515,000

In ECE results reporting, as can be seen in the *Towards Excellence* document, schools in small communities have greater challenges as shown by:

- number of students needing support
- number of students completing high school credits
- significantly lower graduation rates

To address the particular needs of small communities, funding has been set aside to allow an intense focus on one or two small community schools.

Focus School(s) will be determined by the Department of ECE. A focus school is one that has some of the following characteristics: a significant percentage of students functioning below grade level, identification of a high percentage of students with special needs or learning disabilities, the need for cultural enrichment, or a high rate of non-attendance. Focus schools will be identified in communities where the *school community* demonstrates the readiness to address the issues that have been identified for its school.

School Community – in addition to students, staff and families, school community includes school councils and agencies providing services that affect the ability of the children to be successful learners.

Small Communities - includes all communities except Yellowknife, Fort Smith, Hay River and Inuvik.

3. Additional funding for NWT Student Success Initiatives, specifically for professional development opportunities for teachers that will further enhance the effectiveness of an NWT Student Success Initiative, is also available. This professional development funding is available to each jurisdiction based on a formula outlined in the MOU between the GNWT and the NWTTA (see Section F). Any unallocated professional development funds can be carried into the next school year.

1. All application forms for NWT SSI funding, including those completed by principals and teachers, must be submitted to the divisional Superintendent for review and approval. Approved applications will then be forwarded to ECE for review and approval for funding by the NWT SSI Selection Committee.
2. Funding for NWT SSI projects that meet the established criteria is subject to approval by the NWT SSI Selection Committee.
3. The integrity of funding to schools by DEAs and DEC's must remain consistent with past practice. Any funding received through NWT SSI must be considered separate and apart from regular funding allocation to schools and must not be deducted from a school's operating budget.
4. NWT SSI project funding will be dispersed in the form of an adjustment to the monthly contributions made by ECE to each jurisdiction (Divisional Education Councils (DEC) and Yellowknife Divisional Education Authorities (DEA)).
5. Any funds not applied for may be available, upon application, for schools designated as a "Focus Schools" or to other school improvement projects that meet the criteria. Any unallocated monies in the NWT SSI fund after March 31 are lapsed and cannot be carried into the new government year.
6. School authorities may decide to invest more funding into NWT SSI projects than the amount of territorial funding. In such cases, school authorities do so solely at their discretion and NWT SSI funding is limited to the total dollar entitlement of the school authority for the school year.
7. Funding for NWT SSI projects at this time is for the 2007-08 school year. Although school authorities, in planning their improvement projects, should not extend funding beyond the 2007-08 school year, projects should reflect long term planning and sustainable goals that extend beyond one year.
8. The NWT SSI Selection Committee is comprised of the following individuals:
 - Coordinator of NWT SSI, Education Operations and Development
 - Assistant Deputy Minister, Education and Culture
 - Director of Education, Operations and Development and designates
 - Director of Early Childhood and School Services and designates (for NWT SSI projects only)
 - NWTTA representatives (3)

C.2 Eligibility by Type of School Authority

NWT SSI funding for the 2007-08 school year is available to all eight NWT school jurisdictions in the amounts outlined in Section C.1 Funding

C.3 Scope of School Authority Proposal and Projects

1. School jurisdictions can utilize NWT SSI funding for school improvement projects for both preschool children and all kindergarten to grade 12 students.
2. The number of jurisdiction-sponsored projects is a decision for each school jurisdiction.
3. While the method of allocating NWT SSI funds within a school jurisdiction and deciding upon projects to submit for territorial funding approval is a local decision, decisions should be made on the basis of projects that meet “local unique needs and circumstances” rather than on an equal per student per school basis. These could be:
 - district-wide priorities and/or needs (e.g., early literacy, class size)
 - grade/subject specific needs (e.g., elementary reading, junior high math, high school completion)
 - school-specific needs (e.g., high needs students)
 - local community needs (e.g., pre-K readiness for high needs children)
 - a combination of the above
4. Boards can partner with other school authorities to “pool” some of their NWT SSI funding in order to have teachers from more than one school authority engage in the same or similar improvement project(s). While this arrangement could complicate local funding allocation and accounting systems, details can be worked out by the “partners.” For example:
 - Jurisdictions A and B could share a reading specialist whose salary is paid by A and travel and materials by B (or A and B could share costs 50-50).
 - School X in School Jurisdiction A could arrange for School Y in Jurisdiction B to use its science facilities in exchange for use of Y’s fine arts facilities.
 - All schools in adjacent boards could provide joint professional development for its math teachers. The cost could be borne pro rata on the basis of number of staff involved in the initiative.
5. Boards can combine their NWT SSI funds with funds from other sources (internal or external) in order to initiate larger/more comprehensive projects; it would be necessary to ensure accounting integrity from all sources. However, for all projects, NWT SSI funding to a school authority is limited to the funding criteria.
6. There is no minimal percentage of students at the school jurisdiction level that must be included in the improvement projects.
7. The school jurisdiction determines the blend of school jurisdiction, school and school community needs, circumstances and priorities for projects.
8. Projects can have single or multi-year timeframes. An extended timeframe is preferable for most initiatives in order to develop meaningful and sustainable improvement for student learning.

C.4 Project Budget Parameters, Categories, Scope

1. A school jurisdiction's proposal for NWT SSI funding can contain multiple individual projects. However, the total funding for NWT SSI cannot exceed the total funding amount available to the jurisdiction for the school year based the funding allocation outlined in section C.1 Funding when NWT SSI funds and NWT SSI PD funds are combined.
2. Boards will be responsible to account for cost estimates and expenditures and have management systems, processes and procedures in place that meet generally acceptable accounting principles and practices.
3. Subject to the following considerations, boards will have a high degree of autonomy and flexibility in designing improvement projects and in allocating resources in order to foster school improvement:
 - (a) funding shall not be paid as bonuses,
 - (b) per-capita allocations to schools are discouraged, and
 - (c) professional development costs are appropriate.
4. Approved NWT SSI Professional Development funding for a given project must be used for the approved project. If the estimated and approved budget for any project is not expended in any given school year, then the unexpended NWT SSI Professional Development funds will be considered "deferred revenue" upon review and approval of the NWT SSI Selection Committee.

Significant changes to approved budget categories must be submitted in writing for review by the NWT SSI Selection Committee.

5. While eligible school authorities may decide to invest more financial resources in their projects than the NWT SSI allotment, NWT SSI funding is limited to the maximum allowable approved in the funding criteria.
6. Since NWT SSI funding, at this time, is limited to the 2007-08 school year, project and budget submissions are limited to that school year.

C.5 Improvement Targets, Measurement and Evidence of Success

- The types of measures will be determined by the nature of each improvement project, its expected performance or achievement, and the need to provide evidence of improvement. The measures must be appropriate to the nature of the improvement sought and should not “drive” the project design. Examples may include:

	Quantitative	Qualitative
Local	<ul style="list-style-type: none"> Attendance data Program participation Local jurisdiction tests Rubrics correlated to curriculum outcomes Learning outcome checklists Tests from testing services 	<ul style="list-style-type: none"> Observation Portfolios Case studies Interviews Work-based program assessment by “job” supervisor Staff surveys relating to Professional Development Student surveys relating to newly acquired skills
Territorial	<ul style="list-style-type: none"> Rubrics correlated to curriculum outcomes Participation rates including work-based programs Alberta Provincial achievement tests (3, 6, 9) Alberta Provincial diploma exams (12) Continuation rates 	<ul style="list-style-type: none"> Satisfaction surveys (students, parents, public) Anecdotal reporting

- While the focus of NWT SSI measurement is on “end results” and “outcomes”, interim targets may deal with input and process measures.

3. Some key parameters are:
 - The fundamental purpose of measurement is to demonstrate or provide evidence of success for any project.
 - Measures for any given project should be appropriate to the focus of each improvement project.
 - While interim measures could be process and/or input-based, the final evaluation measure(s) need to be outcomes or result-based.
 - The “60/40” local/territorial determination of measures applies to the school jurisdiction proposal and not on a project basis unless a school jurisdiction has only one project.

4. Measures need to be viewed discretely for each project before summarizing them in the school authority proposal form. The following outlines the relation of local and territorial measures for projects and how these are “rolled-up” into a proposal:
 - (a) When school jurisdictions submit their proposal for approval, they will be requested to identify appropriate measures for each project and to provide summary information regarding the total number of measures proposed for all projects. The overriding principle is that the appropriate balance of local and territorial measures is determined at the proposal level (sum total of all school authority projects) and not at the individual project level. The appropriate balance at the proposal level is:
 - 60% locally determined measures
 - 40% provincially determined measures

 - (b) School authorities developing NWT SSI projects should first ensure that the locally determined measures are appropriate to the nature and circumstances of the project including size of the project in terms of number of students and budget. The number of local measures is to be determined by the school authority. School authorities are also encouraged to recommend what they feel would be appropriate territorial measures, as outlined in the project and proposal submission forms displayed in Section G of this manual. There are 3 potential combinations for the use of local and provincial measures in any given project.
 - The measures for a project could be 100% local (for example, a grade 7 cultural communications improvement project could use 3 local measures such as a local test, a standardized test from a testing service and a qualitative measure of student cultural perceptions).
 - The measures for another project could be 100% territorial (for example, a grade 6 math improvement project could use only the grade 6 Alberta provincial mathematics achievement test).

- The third possibility is a combination of local and provincial measures (for example, a Math 10A, 10P, 20A, 20P, 30A, 30P and 31) improvement project could use grade continuation and course participation rates as 2 provincial measures and 2 local measures such as a local “quantitative” measure and a qualitative “appreciations” test).

Every attempt should be made to use Alberta Provincial Achievement Tests, diploma exams, participation rates and continuation rates where appropriate and reasonable.

All measures proposed by a school authority will be reviewed for acceptability during the NWT SSI Selection Committee review and approval process.

- (c) NWT SSI Selection Committee will need to review the proposed local measures and recommended territorially determined measures, when a school authority submits the proposal and individual projects. As a result, there could be an adjustment in the number of local and territorial measures or even an adjustment within a given measure. However, any adjustments would be done in collaboration with the school authority.
 - (d) The accepted local and territorial measures will be used to determine the “evidence of success” at the end of a project as well as to ascertain interim “evidence of success” in order to determine if funding is to continue into year two of multi-year projects.
5. A territorially determined measure is one which is acceptable to ECE because it:
- (a) helps to indicate and demonstrate improvement, and
 - (b) relates to or can be applied to other jurisdictions and has future potential for broader application.

Additionally, a territorially determined measure:

- (a) is a measure that is acceptable to ECE,
- (b) could be related to departmental strategies and/or priorities, and
- (c) it provides evidence of success.

ECE could establish a new territorially determined measure if it was deemed necessary and desirable.

6. Since each NWT SSI proposal reflects the unique needs and circumstances within the school jurisdiction, there is no “minimum or maximum number of measures.” The number of measures should be sufficient to demonstrate “evidence of success” in terms of interim (progress) and final outcomes.

7. The school boards should exercise professional judgement to determine the following for each project:
 - number of targets
 - degree of improvement
 - improvement baseline
8. The types of measures used by school authorities should be determined by the nature of the performance, achievement, or indicators necessary to provide evidence of improvement. The measures must be appropriate to the nature of the improvement sought.
 - (a) The school jurisdiction proposes appropriate territorial and local measures as indicators of evidence of success for the project as part of the proposal.
 - (b) The NWT SSI Selection Committee must approve both “territorially determined” and “locally determined” measures.
 - (c) “Territorially determined” measures may be quantitative or qualitative, depending on the nature of the improvement sought.
 - (d) The NWT SSI Selection Committee may choose to adopt local measures as territorially determined measures.
 - (e) Jurisdictions are encouraged to develop measures that reflect the unique nature of both their local circumstances and improvement projects.
 - (f) Jurisdictions are encouraged to recommend/suggest what they feel would be appropriate territorial measures for projects where territorial measures and data are readily available.
9. “Evidence of success” is the net sum professional judgement of the NWT SSI Selection Committee and local staff, of the amount of movement toward the set improvement target(s) based upon an analysis of all evaluative information about the progress of the project. Multiple data sources and methods are encouraged. Generally speaking, evidence of success should indicate a positive trend. A major consideration is that more than one year may be required to achieve success. An apparent decline in a single year may not be a reflection of lack of success but would need to be investigated further.

Indications of success may involve comparisons with previous performance or comparisons on selected measures with similar groups who have not been involved with the program. In addition to, or in the absence of comparisons, professional judgements, particularly those made by independent observers, may be useful.
10. A jurisdiction may withdraw a project at any time if it discerns that a project may be failing and submit a new proposal for approval by the NWT SSI Selection Committee.

11. ECE encourages the use of readily available measures such as Alberta Provincial Achievement Tests.

Quantitative measures include the grades 3, 6, 9 Alberta Achievement Tests, the grade 12 diploma examinations, and others such as participation rates, which can be generated from territorial administrative data.

While ECE has no **qualitative** measures at the school jurisdiction or school level, some sources where qualitative measures could be available follow.

- (a) Alberta Learning has the set of survey instruments developed in 1995 for the Annual Education Results Report. These questionnaires are available from the Planning Branch.
http://www.education.gov.ab.ca/k_12/special/aisi/aisidocs/suppdocs.asp
- (b) The Educational Quality Indicators (EQI) initiative developed measures that are available both from the originating school jurisdictions and the department (Alberta Learning).
(Learning Resource Centre – AB Learning Publications and Testing Materials)
- (c) Other qualitative measures can be found in the education literature and from various researchers and districts currently using qualitative measures.
- (d) More qualitative measures will likely be developed by jurisdictions for their own NWT SSI projects. These may then be shared across the territory.
- (e) ECE may “adopt” or accept local qualitative measures as territorial measures.
- (f) ECE may develop territorial qualitative measures.

C.6 Audit

1. Each school jurisdiction must include an implementation strategy, which includes a budget that details the planned expenditures for each NWT SSI project.
2. Each school jurisdiction must include a Special Program Schedule for its project with its Audited Financial Statement.
3. Each school jurisdiction is required to submit a summary report for NWT SSI project(s) by May 31, 2008 in terms of measures of level of achievement/data for students or individuals targeted by NWT SSI projects. Achievement results that are not available at the time the final report is submitted must be submitted as soon as they are available and they will be appended to the final report.
4. A summary report for each project should include initial and final achievement results for students or other measurement data that relate to the individuals targeted by the project.
5. The project coordinator(s) or leader(s) is/are to attest in NWT SSI Project Form 2 that the project meets all NWT SSI requirements, that the proposal is accurate and reasonable and that the project, as designed, has a reasonable chance of success. If a project has only one leader or coordinator, then only one attestation signature would be required.
6. The Superintendent is to attest in NWT SSI Proposal Form 1 to the accuracy of the proposal, that all NWT SSI requirements are met and that the school jurisdiction has management systems and processes in place that meet general accounting and audit principles and that approved NWT SSI funding will be utilized only for the intended and specified purposes.
7. Financial reporting will be completed by the board office in each jurisdiction. A separate schedule for each project will summarize expenditures for each NWT SSI project and will be verified through the annual audit. Appendix A provides examples of financial reporting for projects funded either by NWT SSI funding from ECE or NWTTA SSI professional development funding, or a combination of both funding sources. Select the example that corresponds to funding allocation for each NWT SSI project.

C.7 Post Implementation Review

1. The NWT SSI Selection Committee will undertake ongoing evaluation of NWT SSI projects commencing early in the implementation of projects using methods such as feedback, surveys and meetings, as needed, to gather information.
2. The NWT SSI Working Committee will convene, as needed, to assess NWT SSI progress based upon NWT SSI Selection Committee gathered information and other factors, and will recommend NWT SSI adjustments as necessary.
3. The NWT SSI Selection Committee will decide on the summative external Post Implementation Review scope and methodology at a later date.

D. NWT SSI Local and Territorial Processes

There are 11 local and territorial processes in the full NWT SSI cycle that school jurisdictions need to consider and apply in each NWT SSI project:

1. School authority and territorial roll-out, dissemination and communication
2. Local school jurisdiction project preparation
3. School jurisdiction proposal preparation and submission
4. NWT SSI Selection Committee review and approval of proposals
5. Appeal processes (proposal and continuation of funding stages)
6. Local implementation planning and execution
7. Funding flow
8. Ongoing, annual and summative measurement and evaluation
9. Local and territorial reporting
10. Clearinghouse, sharing and best professional and promising practices
11. Auditing

Refer to the following sections in this handbook for information related to:

1. Associated specific requirements Section C
2. Timelines related to each process Section D.1
3. Forms related to proposal and projects preparation and submission for territorial review and approval Section F

ECE will undertake its territorial role and responsibilities within the NWT SSI philosophy of openness, collaboration, trust, involvement, simplicity, minimal rules and the framework established by the NWT SSI Working Group. Specifically, the territorial role relates to:

- territorial “roll-out” communication and information,
- proposal and project review and approval,
- funding flow continuity processes using evaluation results and review/appeal processes,
- clearinghouse, and
- coordination and direct assistance.

D.1 Territorial and School Jurisdiction Roll-out, Dissemination and Communication

The basic plan includes the following.

WHAT	HOW	WHEN
Proposal Development	Identify student needs and initiative focus at district or school level	April/May 2007
Proposal Submission	1 day release time for writing proposal	May 31, 2007
Initial Professional Development Workshop	Facilitator works with school/district staff for professional development projects	August/September 2007
Student Baseline Data collected	Survey/Rubric/Checklist	September, 2007
Begin Project Implementation (ongoing)	Staff – Monthly focus group meetings Students – teaching new strategies and skills in classroom	September/October, 2007
Interim Data Collection	Survey/Rubric/Checklist	End January 2008
Continued project implementation	Staff – monthly focus group meetings Students – review/reflect/revise implementation plan as necessary	February, 2008
Final Data Collection	Survey/Rubric/Checklist	End April, 2008
Data Compilation	Graphs/ database	May, 2008
Final Report Summary	1 day release time for writing report	May 31, 2008
Financial Reporting	Audited statements submitted to ECE	July, 2008
Professional Development Reimbursement	NWTTA reimburses each DEC for approved NWT SSI professional development expenditures in 2007-08	July, 2008
Ongoing project implementation	Staff – monthly focus group meetings Students – teaching new strategies and skills in classroom	End June, 2008

D.2 Local School Authority Project Preparation

1. School authorities should develop school improvement projects from identified needs.
2. Proposals should reflect insights from research and literature on improvement.
3. ECE will establish an annotated bibliography on school improvement to assist schools in identifying improvement research and literature. School jurisdictions will all contribute to the information base.
4. Given that collaboration is an essential element for school improvement, proposals should reflect support of those who will implement the projects and include meaningful involvement of the school community. In addition to students, staff and families, school community includes school councils and agencies providing school services that affect the ability of children to be successful learners.
5. Each project proposal must include a budget. While school authorities may decide to fund projects beyond available provincial funding, the sum of the school jurisdiction's request submitted to the NWT SSI Selection Committee for funding approval cannot exceed the total school jurisdiction funding entitlement.

A school authority could also decide to fund any given project(s) beyond the level of territorial funding. However, any local funding provided to projects beyond the amount of NWT SSI grant entitlement is undertaken with the understanding that the school authority has other sources of revenue for that purpose.

6. It is recognized that school improvement is not a “quick fix” activity, but rather an ongoing process that requires collaboration, commitment, and sustained support. NWT SSI requirements of budgeting, reporting and accountability are an attempt to promote long-term efficiency and effectiveness, not short-term changes.

7. School jurisdictions should recognize the importance of professional development in the school improvement process. Professional Development funds have been made available through the collective bargaining process between the NWT Teachers' Association and the Government of the NWT. The Memorandum of Understanding is included in this handbook as a reference. These professional development funds are specifically associated with NWT Student Success Initiatives. The distribution of these funds is subject to the approval of the NWT SSI Selection Committee through the project review process.

8. The requirement to reflect school improvement research insights is not meant to discourage innovation but rather to ensure that there is a strong possibility for success.

9. While the method of identifying and deciding upon improvement projects is a local choice, initiatives should be identified, planned and designed to meet "local unique needs and circumstances." These could be:
 - district-wide priorities and/or needs (e.g., early literacy, class size)
 - grade/subject specific needs (e.g., elementary reading, junior high math, high school completion)
 - school-specific needs (e.g., high needs students)
 - local community needs (e.g., pre-K readiness for high needs children)
 - a combination of the above

D.3 School Jurisdiction Proposal Preparation and Submission

1. Submissions must be provided to the Education Operations and Development Division no later than May 31, 2007.
2. The proposal elements (summarized roll-up of all projects) submitted by each school jurisdiction are shown in NWT SSI Form 1, Section F of this manual.
4. A summary of each project must accompany each jurisdiction proposal; the project summary is shown in NWT SSI Form 2 in Section F of the manual. The elements of each project summary should include:
 - needs identification
 - research and literature basis
 - strategy(strategies)
 - goal(s)
 - budget
 - timeframe
 - improvement targets (interim and final)
 - measures (local and provincial; types)
 - evaluation methods
 - evidence of meaningful community involvement
 - evidence of commitment by those involved in the implementation
 - team expertise
 - evidence of an implementation plan including ongoing evaluation
5. As part of the “accountability” process, the Superintendent will need to certify that the proposal meets requirements. Each Project Leader(s)/Coordinator(s) will need to certify that each project meets requirements; see sections C.6 and NWT SSI Forms G.1 and G.2 of this handbook for details.

D.4 Territorial Review and Approval of Projects Within the Proposals

1. The NWT SSI Selection Committee is responsible for reviewing and approving proposals and projects submitted (NWT SSI Forms G.1 and G.2 as described in Section F) by school authorities.
2. The NWT SSI Selection Committee will undertake its territorial role and responsibilities within a philosophy of openness, collaboration, trust, involvement, simplicity, minimal rules, and the framework established by the NWT SSI Working Group.
3. The NWT SSI Selection Committee will seek NWT SSI partners' and school jurisdictions' advice as it reviews proposals. Project leaders and/or board staff may be contacted when a proposal requires project and/or process clarification and assistance and, when necessary, have access to pertinent documentation.
4. The NWT SSI Selection Committee should consult and involve the partners when needed while the partners will advise and make suggestions when they feel there is a need.
5. The NWT SSI Selection Committee will use a checklist approach for proposal and project review and approval.
6. The NWT SSI Selection Committee will make a final decision and notify the school authority no later than 1 week after proposal review.

D.5 Review Processes for Problematic and/or Rejected Proposals and/or Projects

1. If there are any problem areas in the proposal or any project, the NWT SSI Selection Committee will try to resolve the outstanding issue(s) through the consultation process with the school jurisdiction and partners, and if necessary, include third-party "experts".
2. If a proposal or project(s) is/are rejected by the NWT SSI Selection Committee, the school authority may request ECE to convene a panel of the NWT SSI Selection Committee to provide a further review of the proposal and make a final decision.

D.6 Local Implementation Planning and Execution

1. Local planning, implementation, and ongoing support and assessment are critical to the success of each and every school improvement project. Many sound initiatives fail at this stage since implementation planning and execution are often taken for granted. The success of a school improvement project depends on appropriate and ongoing support.
2. Each project should have an implementation strategy with sufficient resources allocated and dedicated to adequately support each project.

D.7 Funding Flow

1. Funding will flow to school jurisdictions based upon approved proposals and projects for improving student learning and performance.
2. Funding for approved proposals and projects will commence in September of the school year and will be advanced monthly as an adjustment to the monthly contributions.
3. Funding for proposals submitted and/or approved after September 1 will commence on the month following approval (on condition that the grants payment process so allows) and will be dispersed in equal monthly payments which would conclude in the final month of the school year.
4. Territorial funding will be available only for the approved timeline of each project.
5. Financial reporting will be completed at the board office in each jurisdiction. A separate schedule for each project will summarize expenditures for each NWT SSI project and will be verified through the annual audit. Appendix A provides examples of financial reporting for projects funded either by NWT SSI funding from ECE or NWTTA SSI professional development funding, or a combination of both funding sources. Select the example that corresponds to funding allocation for each NWT SSI project.
6. Any professional development expenses applied against the NWTTA SSI Professional Development Fund will be reimbursed to each board based on the total reported in the year-end audit.

D.8 Ongoing and Summative Measurement and Evaluation

1. School authorities should decide upon their ongoing and summative measurement and evaluation policies and processes as part of the planning and subsequent management and audit practices.
2. School authorities should make provision for ongoing evaluation preferably on a “natural cycle” basis (could be quarterly or other “regular” basis decided by school jurisdiction) comparing the baseline and targets (both interim and final outcome) to actual progress.
3. School boards must compare programs (both interim and final outcomes) with an approved appropriate baseline.
4. NWT SSI project summary evaluation reports are due by May 31, 2008.
5. Proposal/project summary evaluation data should be included in the project summary reports.
6. Evaluation practices should meet professional standards and be done in accordance with the targets, measures and evidence of success described in Section C of this handbook.
7. Assessment results not available at the time of the writing of the final report must be submitted and appended to the final report as soon as they become available.

D.9 Local and Territorial Reporting

1. Budget and Financial Statement Provisions and Reporting
 - Each school jurisdiction must include a Special Program Schedule for its project with its Audited Financial Statement.
2. Interim Evaluation Reporting
 - Baseline data for each project must be collected during the initial stages of project implementation. This data is necessary for comparing with the summary evaluation report at the conclusion of the project. In an effort to minimize reporting, verification by the superintendent that the baseline data has been collected is sufficient.
3. Evidence of Success, Judgment and Continued Funding
 - The specific format and requirements for the final report will be collaboratively determined by the NWT SSI Selection Committee and provided to school jurisdictions.
 - ECE will review the interim report and notify the school jurisdiction of the continued funding status for each project within six weeks of receipt of the report.
 - The NWT SSI Selection Committee will consult and collaborate with its partners and school jurisdictions in the evaluation of annual project reports to review “evidence of success” for continued funding.
 - The principles of “directional” results, i.e., trends rather than single events, and professional judgement will be used in making decisions.
 - In the event of disagreement, a school authority could appeal the decision as per section D.5 of this handbook.

D.10 Clearinghouse, Sharing and Best/Promising/Professional Practices

1. ECE will establish and distribute a log of all NWT Student Success Initiatives. Approved projects will be shared with other jurisdictions, upon request, in order to share and build on documented successes.

D.11 Auditing

1. Audit and attestation requirements for the submission of proposals and projects are defined in Sections C.6 and G of this handbook.
2. The Superintendent will attest to the accuracy of information, that all NWT SSI requirements and processes have been met, and that appropriate management and accounting systems and processes are in place through a certification provision of the type used in NWT SSI Proposal Form 1, when each school jurisdiction is submitting its summary (May 31) NWT SSI evaluation results and expenditures by project.

NOTE: The specific audit process reporting parameters and format will be finalized by the NWT SSI Selection Committee and distributed to Superintendents.

E. Education, Culture and Employment Contacts and Assistance

1. For assistance contact the Education Operations and Development Division in the Department of Education, Culture and Employment (ECE).

Contact	Phone	Fax	E-mail
Joanne McGrath Coordinator, Ed. Ops.	873-7458	873-0338	joanne_mcgrath@gov.nt.ca
Janet Grinsted Director, Ed. Ops.	873-7673	873-0338	janet_grinsted@gov.nt.ca
Director, ECSS	920-3491	873-0109	
Address:	Education Operations and Development Education, Culture and Employment Government of the NWT P.O. Box 1320 Yellowknife, NT X1A 2L9		

F. Memorandum of Understanding

Memorandum of Understanding

Between

The Government of the Northwest Territories and

The Northwest Territories Teachers' Association

The NWT Teachers' Association and the Government of the NWT recognize the critical role teachers in the Northwest Territories play in supporting the success of students. The parties agree it is important to provide teachers with access to professional development to assist them in employing effective teaching strategies with their students.

The parties agree to work together to further develop processes to use additional professional development funding, in the amount of .75% of the gross basic salary of teachers to whom this agreement applies calculated at the start of the academic year, for professional development activities that support the goals of the Student Success Initiatives.

A committee consisting of two representatives of the Association and two representatives of the Employer will make recommendations on this matter to the President of the Association and the Deputy Minister of Education, Culture and Employment within four months of the date of ratification.

Based on 2006-2007 calculations, approximate allocations for NWT Student Success Initiative Professional Development funding for each school board is as follows:

Beaufort Delta Divisional Education Council	\$68,000
Commission scolaire francophone de division	\$ 6,100
Dehcho Divisional Education Council	\$29,400
Sahtu Divisional Education Council	\$29,000
South Slave Divisional Education Council	\$65,000
Tlicho Community Services Agency	\$29,000
Yellowknife Catholic Schools	\$48,000
Yellowknife Education District No. 1	\$68,000

G. Forms

- G.1 NWT SSI School Board Summary (summary of all proposals)
- G.2 NWT SSI Project Proposal
- G.3 NWT SSI Final Report Template
- G.4 Appendix A: Special Program Schedules (4 examples)

Form G.1 NWT SSI School Board Summary

Note: Each school board submitting projects for NWT SSI funding must complete applicable sections of this proposal form that summarizes all the individual projects.

Full Name of School Board: _____

1. Scope of all NWT SSI proposals for school board for 2007-2008.

Proposal Details (Summary of all projects)	2007/2008
Number of Projects	
Number of Involved Students Attending School	
*Number of Preschool Children Involved	
Number of Schools Involved	
Grades Involved	
Student Age Range	

*only if one or more projects include preschool children

2. Complete the following two schedules. The total requested funding cannot exceed the NWT SSI funding entitlement for the board.
(Add or delete categories as needed.)

(a) NWT SSI Funding

Budget Categories	2007/2008
Staffing and Benefits	
Supply and Services	
Equipment	
Other Capital	
Other Expenditures	
Total Budget Object Categories	

(b) NWTTA Professional Develop Budget Schedule
(Add or delete categories as needed.)

Professional Development Expense Area	2007/2008
Facilitator Contract	
Facilitator Expenses (travel, per diem, accommodation, etc.)	
Teacher Release Time (Sub Fees)	
Workshop Expenses	
Total Professional Development Budget	

(c) Total Budget Summary **(See User Guide Section C.1 Funding)**

NWT SSI Budget Total (a)	
NWTTA SSI Professional Development (b)	
Total of (a) and (b)	

(d) Summarize all measures over all projects
See Section C.3 of the NWT SSI User Guide for explanation and details.

Scope	Quantitative	Qualitative	List Measures
Local			
Territorial			

3. Check each of the following to ensure proposals are complete.

Does each project:	Yes
a) Have the support of those who will implement it? Letters of support or staff survey showing support	
b) Have meaningful involvement of the community, including school councils? Attach letters of support/survey	
c) Include an identification of needs?	
d) Have a research/literature base? (3 sources cited)	
e) Have interim targets and plan to collect interim results?	

f) Have achievable final “end-result” improvement targets?	
g) Identify measures that are reasonable?	
h) Identify appropriate evaluation methods?	
i) Identify strategies that have a reasonable chance of achieving the improvement goal and target(s)?	

4. Please provide any other relevant information.

- a. **Where surveys, rubrics and checklists are selected/designed to collect measurement data, a sample of these measurement instruments must accompany each project proposal.**
- b. **For professional development activities, please include survey results from staff members that indicate their support of the proposed professional development strategy.**

5. Certification

To the best of my knowledge and belief, the information provided is accurate and all NWT SSI requirements have been met. Further, the school jurisdiction has the management systems and processes in place to properly account for NWT SSI funds. Approved NWT SSI funding will be used only for approved purposes.

 Superintendent of Schools (Print Name)

 Superintendent of Schools (Signature)

 Date

4. The improvement goals and measurement tools are:

Goals	Measurement Tool
1.	
2.	
3.	

5. The specific improvement targets (interim and final) follow:

Improvement Goals	Improvement Targets	
	Interim	Final
1.		
2.		
3.		

6. Attach a copy of measurement instruments such as rubrics, surveys and checklists.

7. Briefly describe the evaluation method(s), data sources, etc.
If professional development activities are planned, include the dates of the meetings and the number of individuals who will be involved.

8. Briefly describe the implementation elements, including ongoing monitoring and hands-on assistance and support to the project.

TIMELINE

9. The implementation to achieve the improvement goal(s) and targets are:

WHAT	HOW	WHEN
Proposal Development	Identify Student Needs and Initiative Focus (at school or board level)	April/May 2007
Proposal Submission	1 day release time for writing proposal	May, 2007
Initial Professional Development Workshop		August/September 2007
Student Baseline Data collected		September, 2007
Begin Project Implementation (ongoing)		September/October, 2007
Interim Data Collection		End January 2008
Continued project implementation		February, 2008
Final Data Collection		End April, 2008
Data Compilation		May, 2008
Final Report Summary	1 day release time for writing report	May 31, 2008
Ongoing project implementation		End June, 2008

BUDGET

10. Please complete the following two budget projections for each project:

(a) NWT SSI Budget Categories (add or delete categories as needed)

Budget Categories	2007/2008
Staffing and Benefits	
Supply and Services	
Equipment	
Other Capital	
Other Expenditures	
Total Budget Object Categories	

(b) NWTTA SSI Professional Develop Budget (add or delete categories as needed)

Professional Development Expense Area	2007/2008
Facilitator Contract	
Facilitator Expenses (travel, per diem, accommodation, etc.)	
Teacher Release Time (Sub Fees)	
Workshop Expenses	
Total Professional Development Budget	

(c) Budget Summary for Project

NWT SSI Budget (a)	
NWTTA SSI Professional Development (b)	
Total of (a) and (b)	

11. Certification by Project Coordinator(s)/Leaders/Supervisor(s)

We the undersigned, state that the information provided, to the best of our knowledge and belief, is accurate. The project, as designed, has a reasonable expectation of achieving the improvement goal(s) and target(s) that will ultimately have a meaningful and sustainable effect on learning and performance by involved students.

Data	1	2	3
Name (please type)			
Position	Superintendent	Coordinator/Principal	* Project Coordinator
Location (address)			
Phone Number			
Fax Number			
E-mail Address			
Signature:			

* Proposals that include a professional development component funded by the NWTTA SSI Professional Development Fund must include signature of an NWTTA Regional Representative involved in the project implementation.

Form G.3 NWT SSI Final Report Template

This form is available electronically and should be submitted electronically.

Project Demographics

School Board			
Project Title			
Schools Involved			
Project Scope	Number of Students:	Grades:	
Project Description			
Project Purpose			
Improvement Goals			
Budget for 2006-07	NWT SSI funds	NWTTA SSI PD funds	Total for Project
Approved Budget			
Actual Budget			

List Number of Staff Involved in NWT SSI

(Add or delete rows as applicable to this project)

Position	Names and role of all staff needed for NWT SSI Project implementation	NWT SSI Funded (Yes/No)
Certified Teachers		
Coordinator		
Teaching Assistants		
Admin/Support staff		
Volunteer Workers		
Total FTE		

For NWT SSI Professional Development Initiatives, please complete the following table.

Delete first two rows that are included as examples only.

Board/ School	Professional Development Topic and/or Professional Working Group Focus Area	No. of Workshop or meeting days per year	% of teaching staff from the board or school that participated in P.D. activities	% of support staff from the board or school that participated in P.D. Activities
NWT School District	EBS Workshop September 4/5	2 X year	50/50 = 100%	17/20 = 85%
NWT K-12 School	Primary Writing Assessment	8 x year	4/12 = 33%	2/5 = 40%

Quantitative Measures

Add or delete rows as applicable to this project.
 First two rows are included as examples only.

Measure	Initial	Interim	Final	Target	Number measured
Classroom Achievement	% of students at grade level in reading	% of students at grade level in reading	% of students at grade level in reading	80% of students at grade level in reading	50 grade 2 students
Attendance Records	68% attendance	80% attendance	90% attendance	85% of students have 90% attendance	30 students grades 10-12
Learning Outcome Checklists					
Rubric correlated to curriculum					
Functional Grade Level Data					
Alberta Achievement Tests					
Diploma Exams					

Comments on Results:

Qualitative Measures

Add or delete rows as applicable to this project.
 First two rows are included as examples only.

Measure	Initial Data - Established at start of project	Interim Data	Improvement Reported	Actual # of Surveys Returned	Response Rate
Student Surveys	60% of students use 5 reading strategies	75% of students use 5 reading strategies	80% of students use 7 reading strategies	20/25	80%
Teachers PD Surveys	60% of teachers teach 6 learning strategies consistently	80% of teachers teach 7 learning strategies consistently	80% of teachers teach 9 learning strategies consistently	12/12	100%
Parent Surveys					
Case Studies					
Interviews					
Anecdotal reporting					

Comments on Qualitative Measures:

Description of Quality Measures

Complete each of the following sections (point form is acceptable).

Initial Situation – Student needs addressed by NWT SSI project

Desired Change – What results did you intend to achieve through NWT SSI?
What was measured? How was it measured? When was it measured?
How are measurements reported?

Success Indicators – What improvements were documented as a result of NWT SSI project?

Professional Development Participation Table

Delete first two rows that are provided as an example only.

Name of NWTTA Staff Member	Professional Development Topic/ Professional Working Group Topics	No. of Workshop or meeting days per year
Jane Collins	Primary Writing Assessment Working Group	.5 x 6 = 3 days
Andrew Moore	EBS School Team	.5 x 10 = 5 days

Attachments - Please list any attachments to this final project report.

- Data collection tables – EBS summary data/ Attendance/ etc.
- Survey Summaries – teachers/parents/students
- Survey results – tabulated / graphed
- Assessment data results, summaries and/or graphs

G.4 Appendix A – Schedule of Specific Programs

Sample schedule for a project funded solely by NWT SSI funding from the Department of Education, Culture and Employment.

Funding from the Department of Education, Culture and Employment for NWT SSI projects are advanced to each board during the school year through adjustments to the monthly contribution.

SCHEDULE 20

**NWT DEC
SCHEDULE OF SPECIFIC PROGRAMS
NWT STUDENT SUCCESS INITIATIVE FOR THE YEAR ENDED JUNE 30, 2007**

**NWT Student Success Initiative
Mathematics Skill Development Initiative
Title of Project: K-3 Mathematics Literacy Initiative**

	NWT SSI Funding
REVENUE	<u>5,500</u>
EXPENDITURES	
Salaries/Wages	
Facilitator Wages	
Substitute Teacher Wages	
Travel	
Facilitator Travel	
Air Charter	
Staff Travel	
Accommodation	
Daily per diems	
Other expenses	
Workshop Expenses	
Room Rental	
Supplies	4,841
Refreshments	
Miscellaneous	
Total Expenditures	<u>4,841</u>
Net Surplus/Deficit	<u>659</u>

Sample schedule for a project funded solely by NWTTA SSI professional development funding.

District Education Councils will be reimbursed by the NWTTA, for the professional development funds that were expended for project implementation, upon receipt of the year-end audited statements.

SCHEDULE 21

**NWT DEC
SCHEDULE OF SPECIFIC PROGRAMS
NWT STUDENT SUCCESS INITIATIVE FOR THE YEAR ENDED JUNE 30, 2007**

**NWT Student Success Initiative
Professional Development Initiative
Title of Project: School Writing Project**

	NWTTA SSI PD Funding
REVENUE	4,200
EXPENDITURES	
Salaries/Wages	
Facilitator Wages	
Substitute Teacher Wages	4,247
Travel	
Facilitator Travel	
Air Charter	
Staff Travel	
Accommodation	
Daily per diems	
Other expenses	
Workshop Expenses	
Room Rental	
Supplies	
Refreshments	
Miscellaneous	
Total Expenditures	4,247
Net Surplus/Deficit	(47)

Sample schedule for a project funded by a combination of NWT SSI funding from the Department of Education, Culture and Employment and the NWTTA SSI professional development funding.

NWT SSI funding for combined projects is advanced to each board during the school year through adjustments to the monthly contribution.

District Education Councils will be reimbursed by the NWTTA, for the professional development funds that were expended for project implementation, upon receipt of the year-end audited statements.

SCHEDULE 22

NWT DEC

SCHEDULE OF SPECIFIC PROGRAMS

NWT STUDENT SUCCESS INITIATIVE FOR THE YEAR ENDED JUNE 30, 2007

NWT Student Success Initiative

Professional Development Initiative

Title of Project: K-3 Math Manipulative Initiative

	NWT SSI Funding	NWTTA SSI PD Funding	Total
REVENUE	31,450	975	31,450
EXPENDITURES			
Salaries/Wages			
Facilitator Wages	2,000	975	2,975
Substitute Teacher Wages	10,276		10,276
Travel			
Facilitator Travel	2,000		2,000
Air Charter			
Staff Travel			
Accommodation			
Daily per diems			
Other expenses			
Workshop Expenses			
Room Rental			
Supplies	12,001		12,001
Refreshments			
Miscellaneous			
Total Expenditures	26,277	975	27,252
Net Surplus/Deficit			4,198

Sample schedule for a Focus School Initiative implemented in 2 schools in a district. More often the Focus School funding is used to implement projects in one school. Funding is forwarded to the District Education Council through an adjustment to the monthly contribution.

SCHEDULE 23

**NWT DEC
SCHEDULE OF SPECIFIC PROGRAMS
NWT STUDENT SUCCESS INITIATIVE FOR THE YEAR
ENDED JUNE 30, 2007**

**NWT Student Success Initiative
Professional Development Initiative
Title of Project: School A and School B Focus Literacy Project**

	<u>School A</u>	<u>School B</u>	<u>Total</u>
REVENUE			40,050
EXPENDITURES			
Salaries/Wages			
Facilitator Wages	5,912	5,912	11,824
Travel			
Facilitator Travel	322	912	1,234
Air Charter			
Staff Travel			
Accommodation	387	537	924
Daily per diems			
Other expenses			
Workshop Expenses			
Room Rental			
Supplies	12,998	15,349	28,347
Refreshments			
Miscellaneous			
Total Expenditures	<u>19,619</u>	<u>22,710</u>	<u>42,329</u>
Net Surplus/Deficit			<u>(2,279)</u>

