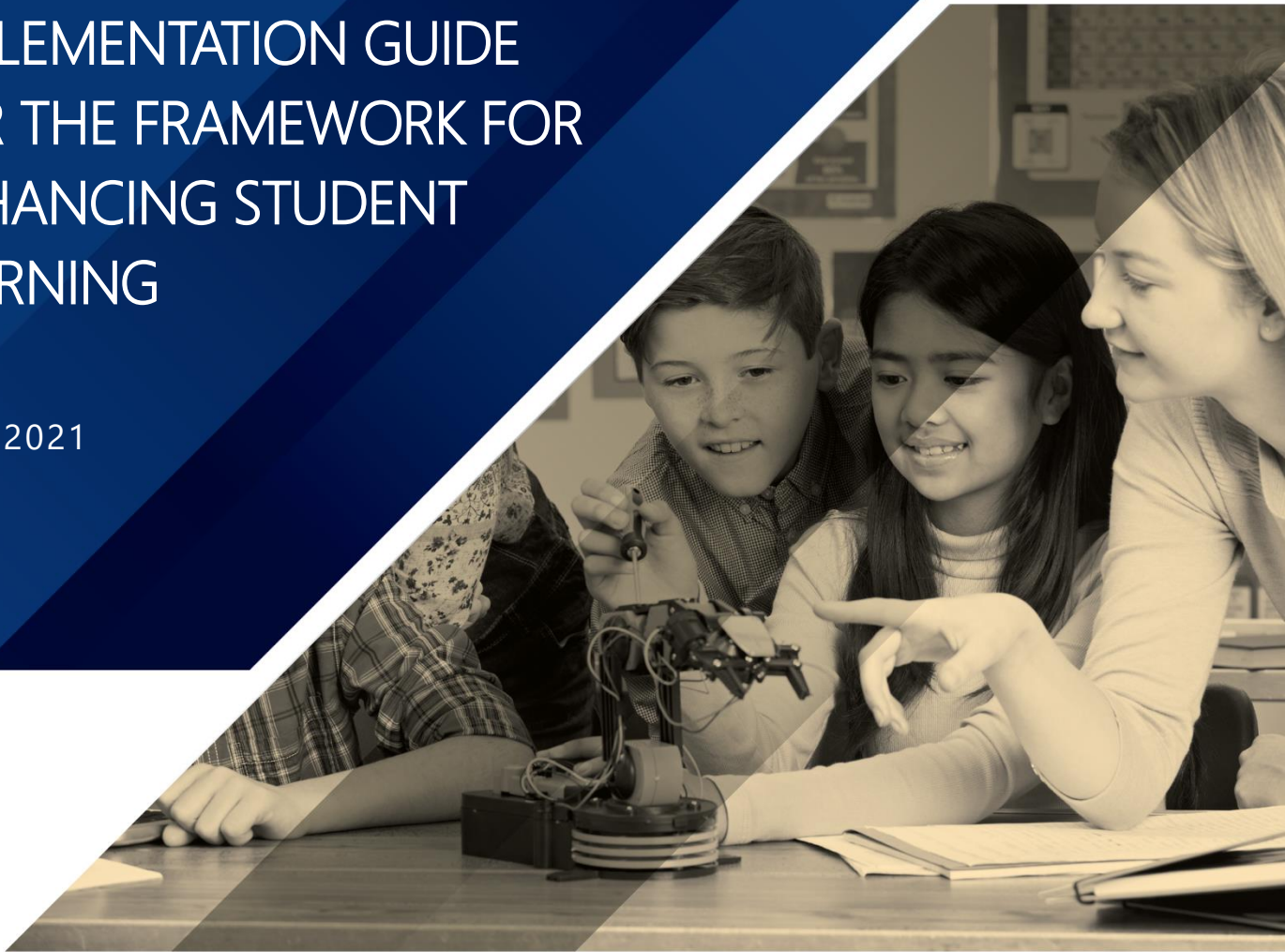




IMPLEMENTATION GUIDE FOR THE FRAMEWORK FOR ENHANCING STUDENT LEARNING

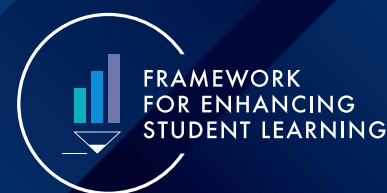
JUNE 2021



Ministry of
Education

FRAMEWORK FOR ENHANCING STUDENT LEARNING

A shared commitment to improve student success and equity of learning outcomes for every student in public education in British Columbia



The *Framework for Enhancing Student Learning* (hereafter, the *Framework*) formalizes the planning and reporting expectations for school districts to enhance student learning and success. The Framework reflects a public commitment by Indigenous rightsholders and Indigenous peoples, education partners and communities to work together to continuously improve student learning in relation to intellectual, human and social, and career development. The Framework requires alignment of provincial K-12 accountability and evidence-informed practices that enhance student learning, inclusivity and equity of outcomes.

The Framework was led by the Ministry of Education and developed through authentic engagement with Indigenous rightsholders, Indigenous peoples, provincial education partners and in particular:

- BC School Trustees Association (BCSTA)
- BC School Superintendents Association
- BC Principals' and Vice Principals' Association
- BC Association of School Business Officials
- BC Teachers' Federation
- BC Confederation of Parent Advisory Councils
- First Nations Education Steering Committee (FNESC)
- Métis Nation British Columbia (MNBC)
- Canadian Union of Public Employees
- BC Student Voice
- BC Council of Administrators of Special Education
- Office of BC's Representative for Children and Youth

The Ministry would also like to acknowledge the participation of the nine districts in the early implementation pilot for the [Framework for Enhancing Student Learning Policy](#) during the 2019/2020 school year. Their contributions to the policy development and implementation planning was helpful in creating the final policy and this guide. The nine pilot districts are:

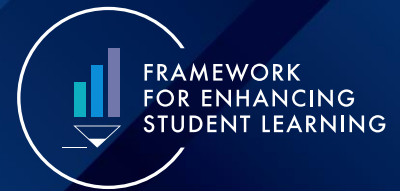
- SD6 Rocky Mountain
- SD27 Cariboo-Chilcotin
- SD38 Richmond
- SD42 Maple Ridge-Pitt Meadows
- SD60 Peace River North
- SD64 Gulf Islands
- SD68 Nanaimo-Ladysmith
- SD73 Kamloops-Thompson
- SD79 Cowichan Valley

This Implementation Guide for the Framework for Enhancing Student Learning was developed to support Boards of Education to fulfil the responsibilities as outlined in the [Framework for Enhancing Student Learning Policy](#) and [Enhancing Student Learning Reporting Order](#).

The planning and reporting processes that school districts use to improve educational outcomes are integral to public assurance and accountability. This Implementation Guide is intended to share research-informed strategies and promising practices collected from the sector to build capacity.

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As part of a continuous improvement review cycle, the Ministry will update this document annually to include promising practices and adapted strategies collected from the sector.

This document provides the policy requirements and guidelines for:

- ✓ The development of district strategic plans (see [Appendix A](#));
- ✓ The alignment of district annual operational plans; and
- ✓ The creation of the Enhancing Student Learning Report (see [Appendix B](#)).

Throughout the document, these **ICONS** indicate both required and helpful information.



Also included are promising practices from the sector through short *Sector Talks*, informative learning bursts to complement the components of effective strategic planning and reporting. These *Sector Talks* will continue to be co-created and incorporated into the guide as they become available.



For more information, e-mail EDUC.Framework@gov.bc.ca

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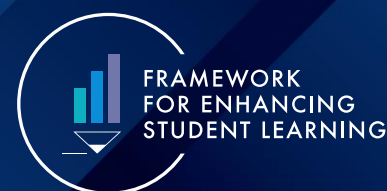


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SECTION A: BACKGROUND

POLICY VISION

British Columbia's education system continues to evolve as evidence of progress is used to inform practice, discover the best ways to support continuous improvement and build public trust and confidence in the quality and inclusivity of education provided. Over the past several years, Indigenous rightsholders and provincial education partners have been engaged with the development of a Framework for Enhancing Student Learning within the context of system improvement. Through this work, our current approach to continuous improvement has been broadened to encompass alignment of efforts and measures based on common values and a shared commitment to improve student success, equity and inclusivity of outcomes for all students with a particular focus on Indigenous students, children and youth in care and students with disabilities or diverse abilities.

The Framework provides the system-wide planning and processes structure to improve student outcomes and ensure continuous improvement throughout the provincial public education system. It is a collective approach that recognizes and fosters diversity, acknowledges and respects Indigenous ways of knowing, relies on evidence-informed decision making and is responsive to the various needs of students while respecting local autonomy to deliver educational programs.

BC's Framework for Enhancing Student Learning has been developed collaboratively with education partners and Indigenous rightsholders. The Framework outlines the following key components to ensure continuous improvement of educational outcomes for all students:

- 1| System-wide Focus
- 2| Multi-year District and School Plans
- 3| Planning Based on Meaningful Evidence
- 4| System-wide Capacity Building
- 5| Student, Family and Community Agency

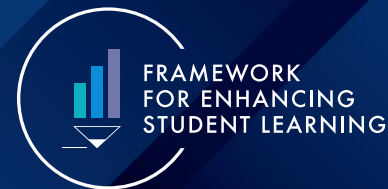
Sector Talk Video: [Improving Outcomes for Indigenous Students](#) with Jo Chrona

Description: Learn why eliminating inequity and racism can help to create positive systemic change.



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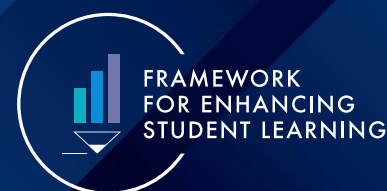
LEGISLATIVE AUTHORITIES AND COMMITMENTS

Provincial, district and school educational planning and outcomes should align with legislation, policy, declarations, agreements and reports including but not limited to the following:

- 1] [School Act](#) ss. 8.3, 65 (1.1), 81 and 168 (2) (t)
- 2] [Statement of Education Policy Order](#) (Mandate for the School System)
 - a. Goals of Education
 - b. Educated Citizen (OIC 1280/89)
 - c. Policy for Student Success
- 3] Organization for Economic Co-operation & Development Learning Framework 2030 [Position Paper](#)
- 4] [BC Tripartite Education Agreement](#)
- 5] [Métis Nation Relationship Accord II](#)
- 6] Office of the Auditor General of BC 2015 report - [Audit of the Education of Aboriginal Students in the BC Public School System](#)
- 7] Representative for Children and Youth 2017 report - [Room for Improvement: Toward better educational outcomes for children in care](#)
- 8] [Draft Principles that Guide the Province of British Columbia's Relationship with Indigenous Peoples](#)
- 9] BC's [Declaration on the Rights of Indigenous Peoples Act \(DRIPA\)](#)
- 10] [United Nations Declaration on the Rights of Indigenous Peoples \(UNDRIP\)](#)
- 11] [Truth and Reconciliation Commission Calls to Action](#)
- 12] Protocol Agreement between the Ministry of Children and Family Development and the Ministry of Education to guide information sharing between social workers and caregivers and school personnel regarding children and youth in care under the [Child, Family and Community Service Act - A Guide to Sharing Information about Children and Youth in Care](#)
- 13] Relevant Ministry Policies, e.g.:
 - a. [Career Development](#)
 - b. [Career-Life Connections and WorkSafeBC Coverage](#)
 - c. [CommunityLINK](#) (Inclusive Education)
 - d. [Compliance Program](#)
 - e. [Diversity in BC Schools](#)
 - f. [English Language Learning Students](#)

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- g. Financial Management Policy (upcoming)
- h. [Graduation Requirements](#)
- i. [K-12 Funding – General](#)
- j. [K-12 Funding – Special Needs](#)
- k. [K-12 Funding – English Language Learning \(ELL\)](#)
- l. [K-12 Funding – Indigenous Education](#) (Indigenous Education Targeted Funding Policy)
- m. [K-12 Funding – Newcomer Refugees](#)
- n. [Large Scale Assessment](#)
- o. Online Learning (upcoming)
- p. [Protection of Personal Information when Reporting on Small Populations](#) (Masking Policy)
- q. [Safe and Caring School Communities](#) (ERASE and SafeSchools)
- r. [Special Education](#)

BUILDING CAPACITY

The Ministry of Education, Indigenous rightsholders, Indigenous peoples and provincial education partners are committed to ongoing work together to review and continuously improve the Framework, as well as its related guidelines and supports. This is an opportunity to build and enhance existing planning and reporting practices, to monitor the implementation of the Framework and guidelines and to make improvements informed by sector-based experiences, practices and Indigenous ways of knowing.

School districts, Indigenous rightsholders, Indigenous peoples and education partners will continue to suggest improvements to the Framework implementation processes and requirements.

Networking, professional learning opportunities and other activities related to the implementation of the Framework will be communicated through [the Framework for Enhancing Student Learning website](#). Sample planning resources for school districts, as well as promising practices for planning, examples of use of evidence and capacity-building to enhance student learning will be continuously collected and posted.

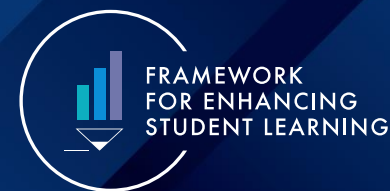
SECTION B: BUILDING COHERENCE

The planning and reporting processes school districts are expected to use should reflect the goals and objectives of the [Ministry Service Plan](#), align with the [Framework for Enhancing Student Learning Policy](#) and reflect the Building Coherence in Planning for Student Success diagram (see [Appendix C](#)).

BUILDING COHERENCE IN PLANNING FOR



FRAMEWORK FOR ENHANCING STUDENT LEARNING



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MINISTRY SERVICE PLAN GOALS AND OBJECTIVES

GOAL #1

All Students Become Educated Citizens

Ministry Service Plan Objectives:

- ✔ Support Student-Centred Learning and Improve Equity of Outcomes
- ✔ Establish and Maintain High and Measurable Standards
- ✔ Enhance Student Preparedness for Their Future

GOAL # 2

Learning Environments Foster Healthy and Effective Learning

Ministry Service Plan Objectives:

- ✔ Implement High Yield Strategies to Support Student Growth and Achievement
- ✔ Support Student and Staff Well-Being

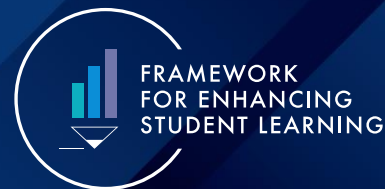
GUIDING PRINCIPLES

The Framework for Enhancing Student Learning:

- 1] creates a system-wide focus on individual student learning to ensure all students in BC achieve their full potential;
- 2] continues to build public trust and confidence in BC's education system by ensuring that all students are provided a high-quality learning experience;
- 3] provides a structure to ensure that what is measured and reported is consistent with the focus on student success and in keeping with the goals of education in the province of British Columbia;
- 4] ensures capacity building and a system-wide commitment to continuous improvement and life-long learning;
- 5] **recognizes that all education partners and Indigenous rightsholders and Indigenous peoples, each with unique contributions, share responsibility for student learning;**
- 6] recognizes the individual learning needs of students and fosters equitable and inclusive learning environments;

FRAMEWORK FOR ENHANCING STUDENT LEARNING

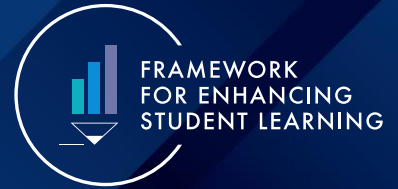
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- 7| focuses on intellectual, career, human and social development; including exploration of one's identity;
- 8| **facilitates communication and ongoing authentic engagement of Indigenous peoples and Indigenous rightsholders in respectful collaborative action;**
- 9| facilitates communication and ongoing authentic engagement of education partners in respectful collaborative action;
- 10| reflects local contexts, enabling innovative and flexible responses in classrooms, schools and districts with necessary supports from government;
- 11| **supports growth and achievement among particular groups of students, most notably Indigenous students, children and youth in care and students with disabilities and diverse abilities;**
- 12| consistently uses evidence from a variety of sources to ensure responsive and transparent decision-making; and
- 13| commits to demonstrating fiscal responsibility and effective stewardship of resources in supporting system and student outcomes.

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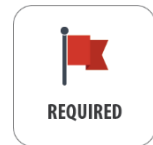
SECTION C: COLLECTIVE COMMITMENTS

While respecting local autonomy to deliver educational programs and ensuring continuous improvement, the system requires a collective approach that recognizes diversity in British Columbia, relies on evidence-informed decision making and is responsive to the needs of students.

As per the [Framework for Enhancing Student Learning Policy](#):

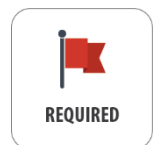
THE MINISTRY OF EDUCATION WILL:

- ☑ Provide provincial oversight of policy including:
 - conduct a review program to ensure boards of education continuously improve educational outcomes;
 - publish educational outcomes and measures for each school district each year. Results will be provided for all students and separately for each of the following student populations: Indigenous students, children and youth in care and students with disabilities or diverse abilities. The provision of student results is subject to the [Freedom of Information and Protection of Privacy Act \(FOIPPA\)](#) and the Ministry's [Protection of Personal Information when Reporting on Small Populations](#) policy; data for small student groups may be masked to protect student privacy;
 - collaborate with Indigenous peoples and key education stakeholders throughout the process; and
 - work with boards to build capacity along a continuum of supports including communicate, facilitate, cooperate and direct using provincial and local information.



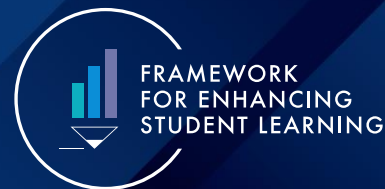
BOARDS OF EDUCATION WILL:

- ☑ Develop and implement a multi-year district strategic plan and individual school plans and will publish these annually on or before September 30;
- ☑ Use the district strategic and individual school plans to align all district annual operational plans, including but not limited to financial, human resources, Information Technology, engagement and communications and long-range facilities plans, with the educational objectives from the district strategic plan; and
- ☑ Participate in a continuous improvement review program, including:



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- reviewing the alignment of the school district strategic plan and the results of the educational outcomes for the school district to address student outcome deficiencies and inequities;
- acting on findings coming out of the continuous improvement review; and
- collaborating with Indigenous peoples and key education stakeholders throughout the process.

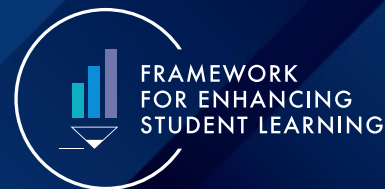
Boards will submit an annual report to the Minister in accordance with the requirements in the [Enhancing Student Learning Reporting Order](#) (see [Appendix B](#)).

To support the impact of the framework for enhancing student learning policy, students, parents/guardians, education partners, indigenous rightsholders and indigenous peoples are encouraged to:

- ☑ Provide guidance to implement the [Framework for Enhancing Student Learning Policy](#);
- ☑ Provide guidance on accountability, implementation and capacity building in the education sector;
- ☑ Continue to approach issues collaboratively with an objective, open and collegial intent to problem solving, advising and decision making;
- ☑ Support opportunities for enhancing student learning through greater equity; and
- ☑ Recognize different perspectives and experiences.

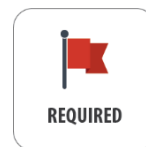
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SECTION D: PLANNING FOR IMPROVEMENT

Develop and implement a multi-year district strategic plan and individual school plans



School districts and public schools are expected to develop multi-year plans for enhancing student learning and to update these plans annually at a time determined by each school district. These plans are public reports and should be easily accessible to all local communities.

Boards will develop and publicly communicate their process for strategically engaging Indigenous peoples, Indigenous rightsholders and local education partners including Indigenous Education Councils and District Parent Advisory Councils to develop, implement, monitor, evaluate and align school district plans. Educational outcomes for Indigenous students, children and youth in care and students with disabilities or diverse abilities vary significantly and numerous factors contribute to the level of educational success they experience. **Additional efforts are necessary to improve educational outcomes for these students. For example, to ensure consistent and relevant support for Indigenous students, school district plans under this Framework would reflect commitments in existing agreements with local First Nations, Métis Chartered communities and Indigenous communities, including Aboriginal Education Enhancement Agreements, Equity Action Plans and Local Education Agreements. Boards will jointly determine with Indigenous Education Councils any educational strategies that are focused on Indigenous students and reflected in strategic plans.**

To review and seek further input for the plan and prior to approving the strategic plan, a board should engage parents/guardians, students, Indigenous rightsholders and Indigenous peoples through established advisory structures at the school district and school levels.

In each school year, every board of education in British Columbia will make public their district and school plans for enhancing student learning. The Framework's guiding principles and the following components should be reflected in their respective plans.

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KEY COMPONENTS OF EFFECTIVE STRATEGIC PLANNING

A| Alignment toward common vision for the education system

District goals will demonstrate clear alignment with the [Educated Citizen](#).

District strategic plans will:

- align with [Ministry Service Plan](#) goals and objectives and provincial educational outcomes and measures;
- provide a system-wide focus for enhancing student learning, helping to facilitate increased coherence to province-wide educational planning and continuous improvement efforts at the provincial, district, school and student-levels;
- align with school plans and with the broader provincial priorities; and
- **reflect other key commitments in place to establish coherence, e.g.: Aboriginal Education Enhancement Agreements, Equity in Action Plans and Local Education Agreements.**

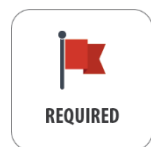


B| Strategic Engagement for Setting District Goals

Setting goals incorporates engagement with Indigenous peoples and Indigenous rightsholders and input based on authentic engagement with education partners at various points throughout the development process to ensure commitment and relevance.

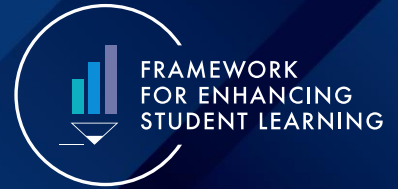
Goals are:

- **developed with Indigenous rightsholders and Indigenous peoples through Indigenous Education Councils, First Nation Education Councils, Métis Chartered communities, other existing committee structures;**
- **reflective of existing Local Education Agreements, Equity Action Plans or Aboriginal Education Enhancement Agreements to ensure consistent and meaningful support of Indigenous students;**
- developed with education stakeholders, such as District Education Committees, District Parent Advisory Councils, community forums and other existing committee structures;
- proactively attentive to unique local contexts; and
- developed with careful consideration of provincial goals and the local context. Care should be taken to communicate this information in meaningful and effective ways, enabling members of the local community to understand the value of this information and how it is being used to enhance student learning.



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Sector Talk Video: [Engagement in an Urban Setting](#) with Val Windsor

Description: Learn how engagement in an urban setting can be an effective tool in forming a robust strategic plan.



C| Clear Focus on Improving Student Outcomes

The strategic plan should lead to stronger outcomes for students with an emphasis on students with learning support needs.

District strategic plans:

- build on the [Policy for Student Success](#) system-wide goals for supporting student learning:
 - Intellectual development
 - Human and social development
 - Career development (including skills development and transitions to post-secondary education)
- focus on achieving student success and educational outcomes for all students regardless of residence in the province;
- **focus on achieving equity for Indigenous students, children and youth in care and students with disabilities or diverse abilities;**
- expand focus on achieving equity for students regardless of diverse abilities, medical diagnosis, race, colour, ancestry, place of origin, religion, physical or mental disability, academic ability, family status, sex, sexual orientation, gender identity or expression; and
- consider evidence-based information that will enhance learning and success for each student.



Sector Talk Video: [Advocating for Children and Youth in Care](#) with Carolynn Schmor and Jody Shaw

Description: Explore opportunities for collaboration and learn how providing an advocacy role in a district can help students receive the support they need while in school and beyond.



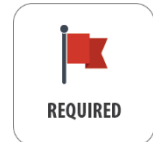
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D| Evidence-informed Planning

Evidence and research are expected to be at the core of the strategic planning process to define current state; determine desired state and identify relevant goals, objectives, strategies and success measures.



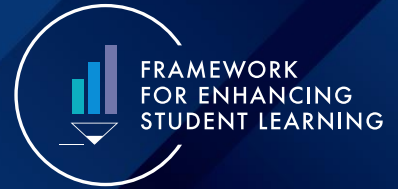
Plans will include:

- meaningful evidence that informs district and school objectives and strategies with respect to students' intellectual, human and social and career development including but not limited to:
 - results for Indigenous students both on and off reserve;
 - a comparative review of graduation quality data including:
 - Dogwood Certificates, Adult Dogwood Certificates and Evergreen Certificates;
 - Students requiring skill and course upgrading for post secondary institution admissions;
 - a comparative review of disaggregated data for diverse cohorts of students
 - including data sets on Indigenous students, children and youth in care and students with disabilities or diverse abilities;
- information and data masked according to Ministry's Protection of Personal Information when Reporting on Small Populations policy;
- provincially collected results in conjunction with locally collected evidence to inform local planning efforts and decision making (district data available using the Reporting SharePoint for School Districts site, see Appendix F);
- consideration of research-based high yield strategies to achieve goals and objectives;
- results from high-quality formative and summative assessment practices;
- consideration of diverse research describing characteristics of highly effective school districts and schools;
- analysis of triangulated evidence with multiple sources both provincial and local as well as trends over time; and
- a variety of examples of local evidence such as:
 - disaggregated attendance data;
 - enhanced student, parent, teacher and community surveys;
 - competency-based student assessment tools;



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- school portfolios that communicate evidence in a variety of ways and can be readily updated as new information becomes available; and
- locally developed assessment.

Sector Talk Video: [The Application of Research to Identify High-yield Strategies](#) with Stephen Petrucci

Description: Discover how using data and research can be a useful tool to help increase graduation rates for Indigenous students.



Sector Talk Video: [Research Foundations](#) with Dr. Linda Kaser

Description: Learn how using adaptative techniques and equity-focused learning can bring positive change for all students.



E| Setting ambitious goals and measurable objectives to achieve higher standards

To successfully implement strategic plans, districts are expected to coordinate planning with appropriate measured goals and objectives frequently assessed through a continuous improvement cycle. Strategic plan goals are developed to achieve higher standards. Objectives are measured through a lens of a continuous improvement cycle to achieve the goals set out by the district.



Goals should be:

- aligned with the [Ministry Service Plan](#) goals;
- **aligned with the [First Peoples Principles of Learning](#);**
- developed to create momentum and a future planning mindset; and
- evidence-informed using a cycle of improvement.

Objectives should:

- be SMART: Specific, Measurable, Achievable, Relevant and Time-bound; and
- include measures pertaining to student success at district and school levels.

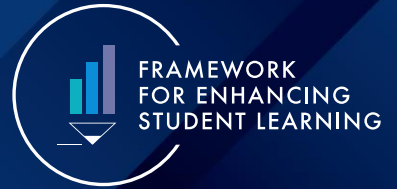
Sector Talk Video: [Setting Meaningful and Effective Strategic Goals](#) with Lisa Carson

Description: Learn about the importance of developing meaningful and effective SMART goals to help build your strategic plan.



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SMART GOALS



F| Developing a robust implementation approach

Strategies need to be implemented and monitored to meet the objectives and the goals in the strategic plan.



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School districts should select strategies that:

- are research-based and demonstrate effectiveness in improving student outcomes;
- address biases through an equity lens (e.g., Gender-Based Analysis Plus);
- **target specific students to ensure the equitable opportunities for success (e.g., [Indigenous Education Targeted Funding Policy](#), [Special Education Target Funding Policy](#));**
- **are jointly determined with Indigenous rightsholders and Indigenous Education Councils specifically for Indigenous students;**
- target emerging areas of need as determined through evidence-informed planning;
- are annually reviewed and adapted using an evidence-informed approach to improve learning and the quality and effectiveness of educational programs in the district;
- develop capacity building at district and school levels through the use of existing and newly developed networks, cross-district teams and professional learning opportunities and practices; and
- are shared annually to the public and the Ministry as part of the Enhancing Student Learning Report.

Sector Talk Video: [Inclusive Education Best Practices](#) with Shaune Gowe

Description: Explore promising practices to create inclusive learning settings to meet the needs students with disabilities or diverse abilities.



G| Strategic use of resources

Objectives and strategies should be practical in terms of what resources are available to achieve success.

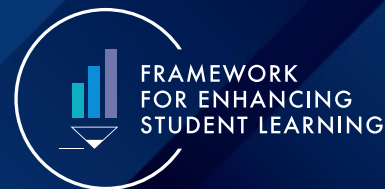
The District Strategic Plan should:

- identify appropriate resources to implement strategies to meet district objectives;
- adhere to existing Ministry and district policies;
- include evidence of financial and other operational planning to support resourcing of strategies;
- leverage existing resources which may require re-allocation; and
- **target specific students to ensure the equitable opportunities for success (e.g., [Indigenous Education Targeted Funding Policy](#), [Special Education Target Funding Policy](#)).**



FRAMEWORK FOR ENHANCING STUDENT LEARNING

A shared commitment to improve student success and equity of learning outcomes for every student in public education in British Columbia

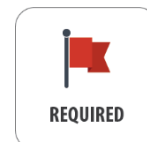


H| Appropriate timelines

Timelines should be reasonable and in line with the scope of the district's overall planning and reporting cycle.

Districts are required to establish timelines for:

- the multi-year strategic plan (goals, objectives, strategies) with Board of Education (see [Appendix D](#)); and
- the district's annual results review process as part of a continuous improvement cycle (see [Appendix E](#)).

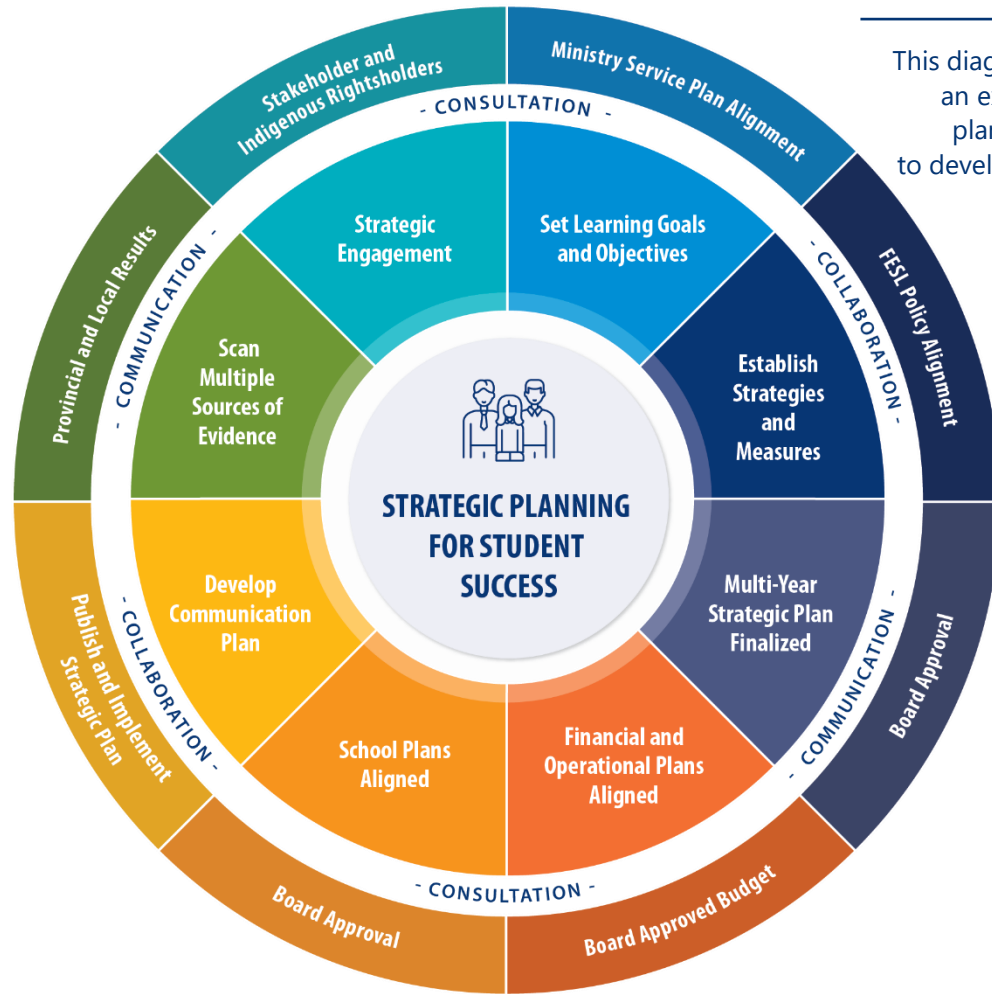


Sector Talk Video: [Strategic Planning Cycles](#) with Korleen Carreas

Description: Learn why strategic planning leads to a strong foundation for setting priorities in the future.



STRATEGIC PLANNING FOR STUDENT SUCCESS



This diagram provides an example of the planning process to develop a strategic plan

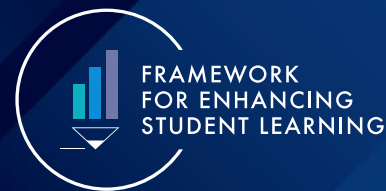
EXAMPLE A 3 - YEAR PLANNING CYCLE	
YEAR 1	Implement new strategic plan
YEAR 2	Continued implementation
YEAR 3	Final year of implementation Strategic stakeholder engagement New plan development with board of education

EXAMPLE B 4 - YEAR PLANNING CYCLE	
YEAR 1	Implement new strategic plan
YEAR 2	Continued implementation
YEAR 3	Continued implementation
YEAR 4	Final year of implementation Strategic stakeholder engagement New plan development with board of education

EXAMPLE C 5 - YEAR PLANNING CYCLE	
YEAR 1	Implement new strategic plan
YEAR 2	Continued implementation
YEAR 3	Continued implementation
YEAR 4	Continued implementation
YEAR 5	Final year of implementation Strategic stakeholder engagement New plan development with board of education

FRAMEWORK FOR ENHANCING STUDENT LEARNING

A shared commitment to improve student success and equity of learning outcomes for every student in public education in British Columbia



|| Clearly articulated respectful language

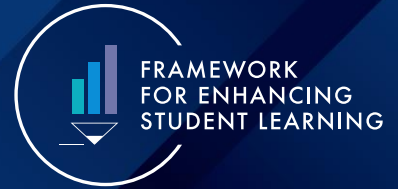
Language should be clear, accessible and appropriate in describing what the district is trying to achieve. Public communication should consider local context and:

- acknowledge the [traditional territories](#) the district and schools operate within;
- provide for accessibility and sharing using a variety of platforms;
- be provided in the languages common in the community;
- consider literacy levels of community members;
- demonstrate coherence in the district by aligning all key documents to the strategic plan; and
- outline an engagement plan that clearly articulates the monitoring and communication process including further engagement opportunities with Indigenous rightsholders and distinct Indigenous peoples and communities and education stakeholders.



FRAMEWORK FOR ENHANCING STUDENT LEARNING

A shared commitment to improve student success and equity of learning outcomes for every student in public education in British Columbia



Use the district strategic and individual school plans to align all district annual operational plans, including but not limited to financial; human resources; information technology; engagement and communications; and long-range facilities plans.



Strategic alignment of operational plans is the process of orienting the actions of all school district schools, departments and staff members to the board's strategic plan. Performing a comprehensive strategic alignment of all operational plans helps districts to work collaboratively together toward achieving the district's goals. Strategic alignment is an iterative process and requires engagement in plan creation.

Strategic planning and alignment of operational plans is an on-going process. At minimum, the board should receive annual reports from staff showing the progress made towards achieving the goals and objectives and recalibrate to reflect the implementation of new strategies.

KEY OPERATIONAL CONSIDERATIONS:

District operational plans should:

- reflect and support the goals, objectives and strategies of the strategic plan;
- support principles of equity and inclusivity supporting individual students' needs, cultures and experiences;
- be reviewed as part of the annual Framework for Enhancing Student Learning reporting process;
- be evaluated for relevance, effectiveness, impact and sustainability;
- show a priority-focussed budgeting process
 - **including the evaluation of the effectiveness of targeted funding allocations (e.g., [Indigenous Education Targeted Funding Policy](#), [Special Education Target Funding Policy](#));**
 - **including joint sign off with Indigenous Education Councils on targeted funding for Indigenous students;**
 - **to improve education outcomes for Indigenous students, children and youth in care and students with disabilities or diverse abilities;**
- leverage existing resources in the most efficient and effective manner to support the success of the strategic plan;



FRAMEWORK FOR ENHANCING STUDENT LEARNING

A shared commitment to improve student success and equity of learning outcomes for every student in public education in British Columbia



- be recalibrated annually;
- demonstrate innovative and creative solutions in the re-allocation of resources; and
- be realistic in terms of what resources are available to achieve success.

LONG TERM PLANNING

Long term planning is an essential component to achieving and sustaining strategic alignment.

School districts should consider creating the following long-term plans together with the strategic plan:

- Strategic Facilities Plan (Long Term Facilities Plan or Long Range Facilities Plan);
- Information Technology Plan (IT Plan); and
- Human Capital Plan.

For additional information on strategic alignment of operational plans, please see the [BCSTA's 2020 Leadership Series workbook](#).

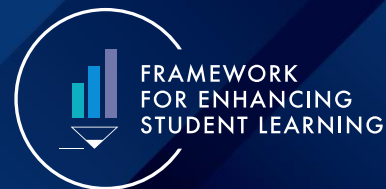
Sector Talk Video: [Successful Governance to Improve the K-12 System](#) with Rick Price

Description: Explore the key elements of building good governance practices.



FRAMEWORK FOR ENHANCING STUDENT LEARNING

A shared commitment to improve student success and equity of learning outcomes for every student in public education in British Columbia



Participate in a continuous improvement review program



As part of the ongoing commitment to raise system performance, districts' participation in a continuous improvement cycle will ensure that each district is focused on the educational success of all students and that school district operations are effective and efficient.

A COMPREHENSIVE APPROACH TO A CONTINUOUS IMPROVEMENT CYCLE INCLUDES:

- analyzing a district's alignment of strategic plan goals given the results of both the district's provincially and locally identified educational outcomes intended to address inequities in student learning;
- acting on findings coming out of a continuous improvement cycle (see [Appendix E](#)).

Sector Talk Video: [The Spiral of Inquiry](#) with Dr. Judy Halbert

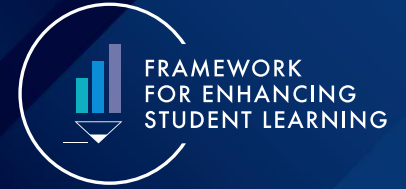
Description: Explore how collaborative inquiry can be a driver for significant system-wide change.



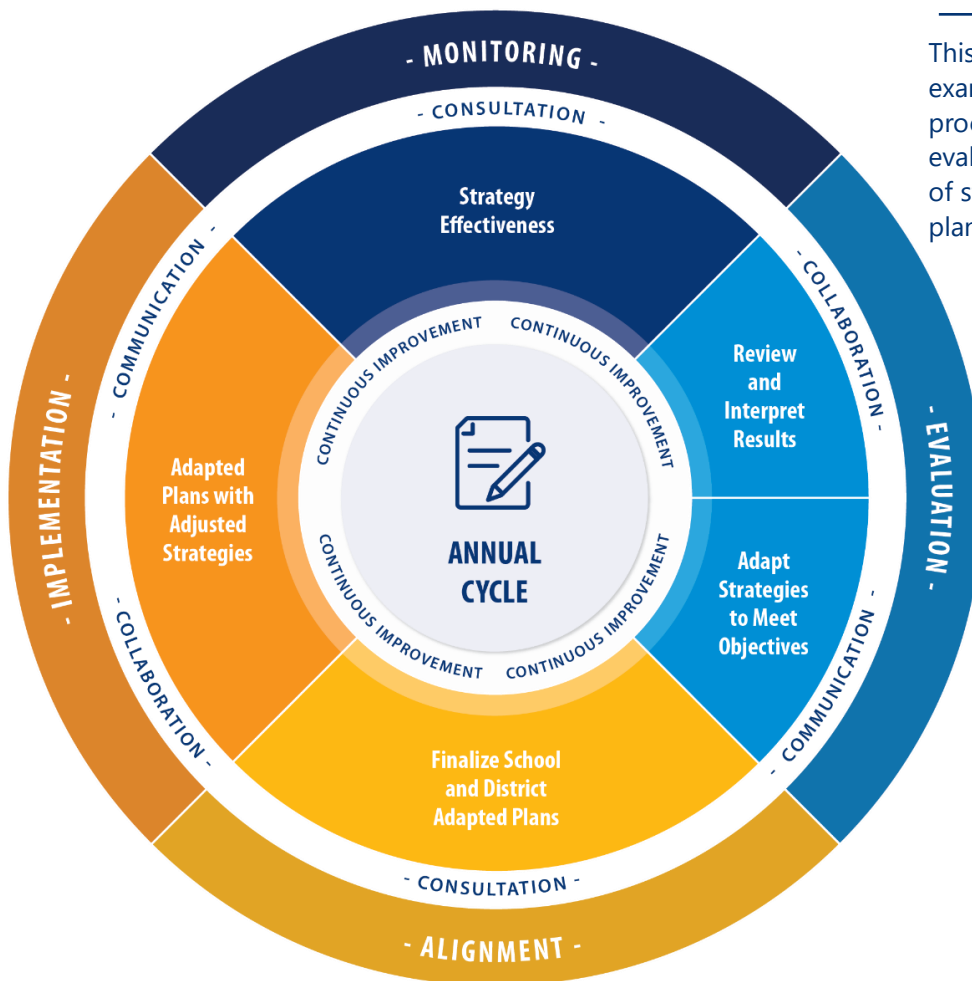
ANNUAL REPORTING CYCLE DIAGRAM

FRAMEWORK FOR ENHANCING STUDENT LEARNING

A shared commitment to improve student success and equity of learning outcomes for every student in public education in British Columbia

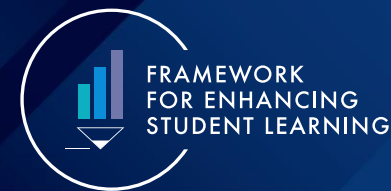


ANNUAL REPORTING CYCLE



This diagram provides an example of an annual process to analyze results, evaluate the effectiveness of strategies and update plans accordingly.

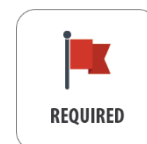
FRAMEWORK FOR ENHANCING STUDENT LEARNING



A shared commitment to improve student success and equity of learning outcomes for every student in public education in British Columbia

SECTION E: REPORTING FOR PUBLIC ASSURANCE AND ACCOUNTABILITY

Publish and submit an annual report to the Minister between June 30th and September 30th

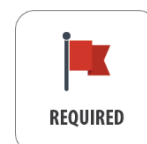


To support district planning efforts, a set of provincially-collected data will be compiled by the Ministry of Education and publicly reported for the province and each school district on the [Student Success website](#). This evidence will also be shared on the Ministry of Education's Reporting SharePoint for School Districts site throughout the year as new data becomes available. This includes a masked PDF file reporting on all measures of the [Enhancing Student Learning Reporting Order](#) as well as an unmasked data file. Districts can append the masked file to their Enhancing Student Learning Report that should be submitted to the Ministry annually between June 30th and September 30th.

REPORTING GUIDELINES FOR THE ANNUAL ENHANCING STUDENT LEARNING REPORT

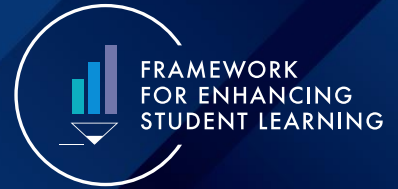
District reports are required to:

- A| Demonstrate evidence of a continuous improvement review cycle; and
- show evidence of a review cycle that includes the district and schools;
 - articulate how the plan will be implemented, monitored, evaluated and communicated; **and how regular engagement will occur with Indigenous rightsholders, Indigenous peoples and education stakeholders;**
 - examples include Indigenous Education Councils, First Nation Education Councils, Métis Chartered communities, District Education Committees, District Parent Advisory Councils and community forums;
 - evaluate the impact of implemented strategies to improve student success and how they will address emerging areas of need;
 - show adaptations to strategies as required; and
 - show re-alignment of resources to support the implementation of the adapted strategies as required.

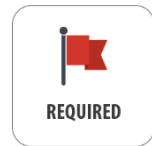


FRAMEWORK FOR ENHANCING STUDENT LEARNING

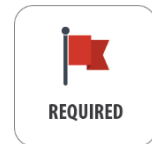
A shared commitment to improve student success and equity of learning outcomes for every student in public education in British Columbia



- B| Interpret and report the results of the provincial, district educational outcomes and measures for the school district;
- provincial results provided by the Ministry to districts annually as per the [Framework for Enhancing Student Learning Policy](#):
 - Intellectual Development
 - FSA results
 - Grade 10 literacy and numeracy results
 - Human and Social Development
 - Student Learning Survey results
 - Career Development
 - Completion rate
 - Post Secondary Institute transition rate
 - additional relevant local measures and results (qualitative and quantitative); and
 - contextual information including the identification of trends.



- C| Interpret and report the results for all students and separately for each of the following student populations: Indigenous students, children and youth in care and students with disabilities or diverse abilities.
- provincial results provided by the Ministry to districts annually as per the [Framework for Enhancing Student Learning Policy](#);
 - additional relevant local measures and results (qualitative and quantitative);
 - contextual information including the identification of trends as applicable. For example:
 - on reserve and off reserve student data;
 - attendance data;
 - graduation quality; and
 - additional measures required by existing Local Education Agreements, Equity Action Plans and/or Aboriginal Education Enhancement Agreements.



- D| Demonstrate the implementation of adapted goals and strategies identified to address emerging areas of need;
- include an evaluation of the impact of implemented strategies to show district success in improving student success and addressing the emerging areas of need; and
 - show the adaptation to strategies as required.

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A shared commitment to improve student success and equity of learning outcomes for every student in public education in British Columbia



Sector Talk Video: [Adapting Systems for All Student Outcomes](#) with Lisa McCullough

Description: Discover the importance of adapting and using Universal Design for Learning (UDL) to provide support for all students in the district.



- E| Be published and communicated to the public annually; and
 - include the weblink to the district strategic plan;
 - be accessible using a variety of platforms;
 - be posted on the home page of the district website, along with all public-facing strategic planning and operational documents and updated annually; and
 - be consistent with the [FOIPPA](#) requirements.

- F| Demonstrate progress in district-wide implementation of a multi-year strategic plan and individual school plans including goals, objectives, strategies, measures; and
 - indicate the current year of the lifecycle of the strategic plan (e.g., year 1 of 3 years);
 - include a brief description of district local context;
 - reflect the components of effective strategic planning previously outlined;
 - include evidence of alignment of district operational plans; and
 - include board of education approval, e.g. Board Chair signature or board meeting public motion; and
 - be consistent with the [FOIPPA](#) requirements.



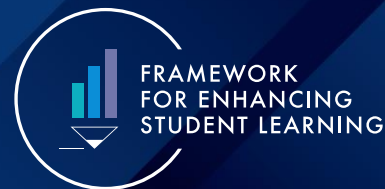
To assist districts in their planning and reporting processes, please refer to the following resources:

- [Appendix A](#), Confirmation of Adherence to Policy Requirements for District Strategic Plan
- [Appendix B](#), Confirmation of Adherence to Reporting Order Requirements for Enhancing Student Learning Report



FRAMEWORK FOR ENHANCING STUDENT LEARNING

A shared commitment to improve student success and equity of learning outcomes for every student in public education in British Columbia



SECTION F: GLOSSARY

The following definitions are for the purpose of implementing the [Framework for Enhancing Student Learning Policy](#) and the [Enhancing Student Learning Reporting Order](#).

Accountability

Processes, mechanisms and/or instruments that support institutions (but also individuals and groups within institutions) in meeting their obligations and being responsive to the public (Verger & Parcerisa, 2017).

Assurance

Collaboratively nurturing and sustaining a professional culture of continuous improvement and collective responsibility through transparency and engagement, demonstrating to the public that the education system is meeting the needs of students and societal expectations.

Board of Education

Definition in [School Act](#): "board" or "board of education" means a board of school trustees constituted under this *Act* or a former *Act*.

Collaborate

Working directly with the public throughout the process to ensure goals and concerns are understood and considered. Public promise is to seek advice and innovative solutions and will attempt to incorporate public advice and recommendations to the maximum extent possible (Developed by the International Association for Public Participation – IAP2).

Community

Community members who have an interest in education and the school, including Métis Chartered communities, First Nations and other members of the public.

Completion Rate

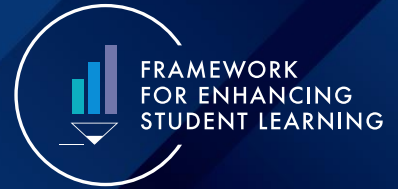
Portion of students who graduate with a Dogwood or Adult Dogwood within a certain amount of years from the first time they enroll in grade 8, adjusted for outmigration.

Consult

Obtaining public feedback on analysis, alternatives and/or decisions. Public promise is to inform, listen and acknowledge public goals and concerns and provide feedback on how input influenced the decision (Developed by the International Association for Public Participation – IAP2).

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A shared commitment to improve student success and equity of learning outcomes for every student in public education in British Columbia



Desired State

A specific, measurable and achievable outcome that, if demonstrated consistently, will provide assurance.

District Parent Advisory Councils / Parent Advisory Councils

The [School Act](#) recognizes parent voice at the school district level, representing the collective views of school Parent Advisory Councils in a school district.

Diversity

Variability of people and ideas within an organization according to legally protected differences such as race, age, disability, sexual orientation and gender identify and expression as well as 'nonvisible' qualities such as differences in thought, perspectives, education, socio-economic status and life experiences.

Education Partners

Organizations and associations recognized by the Ministry as actively working together in the interests of the education system to ensure student learning needs are met in the K-12 education.

Education Rightsholders

Individuals or organizations with the legal rights to act and be accountable for education initiatives – e.g.: representatives of Indigenous peoples (Article 14 of UNDRIP and DRIPA), minority language (Section 23 of *Canadian Charter of Rights and Freedoms*) and children ([School Act](#), Article 28 and 29 of [OHCHR](#) and Article 24 of [UNCRC](#)).

Empower

Placing the decision making in the hands of the public. Public promise is to implement the decision. (Developed by the International Association for Public Participation – IAP2).

Evidence-Informed

Refers to the practices and processes associated with collecting and interpreting information to provide insight into performance, to summarize performance for information purposes and for informing appropriate decisions.

Governor

An elected official, part of a group of representatives, whose role is to provide oversight for the leadership of a public institution.

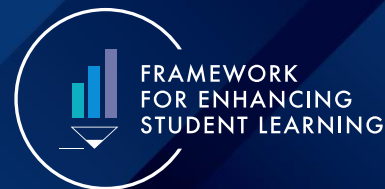
Graduation Quality

Portion of resident students

- 18 years of age or younger who received Adult Dogwood; and/or
- with no diverse need designation who received Evergreen Certificate; and/or

FRAMEWORK FOR ENHANCING STUDENT LEARNING

A shared commitment to improve student success and equity of learning outcomes for every student in public education in British Columbia



- who received Evergreen Certificate and subsequently received Adult Dogwood or Dogwood.

Inclusion

Creation of welcoming, respectful and engaging environments where diverse experiences, skills and talents are leveraged and individual ideas, backgrounds and perspectives are encouraged.

Indigenous Education Councils

The Ministry will work with FNEESC, MNBC and BCSTA as co-governors of the public K-12 education system to co-develop an agreement on the process and guidelines for Indigenous Education Councils.

Indigenous Peoples

Has the same meaning as “aboriginal peoples of Canada”, as defined in section 35 of the *Constitution Act, 1982*. The Province recognizes First Nations, The Métis Nation and Inuit as the Indigenous peoples of Canada, consisting of distinct, rights-bearing communities with their own histories, including with the Crown.

Indigenous Students

Individuals who self-identify as a member of a First Nation, the Métis Nation, the Inuit and is of school age and meets the definition of student under section 1 of the [School Act](#).

Inform

Providing balanced and objective information to the public to aid them with understanding the problem, alternatives and/or solutions. Public promise is to keep the public informed. (Developed by the International Association for Public Participation – IAP2).

Involve

Working directly with the public throughout the process to ensure that their goals and concerns are consistently understood and considered. Public promise is to ensure that public input is directly reflected in the process and show how input has influenced the decision (Developed by the International Association for Public Participation – IAP2).

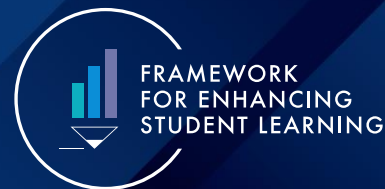
Parent

As identified in the [School Act](#): “parent” means, in respect of a student or of a child registered under section 13,

- (a) a parent or other person who has guardianship or custody of the student or child, other than a parent or person who, under an agreement or order made under the [Family Law Act](#) that allocates parental responsibilities, does not have parental responsibilities in relation to the student’s or child’s education, or

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(b) a person who usually has the care and control of the student or child.

Post-Secondary Institution (PSI) Transition Rate

Portion of resident students in a completion cohort who have transitioned to a BC public PSI program within a certain number of years after graduation.

Professional Standards

Describes the conduct and competence requirements for an individual to be issued and to maintain a BC teaching certificate of qualification.

Public

Stakeholders whose roles are not central to decision-making processes and who want assurance about the quality of the education system.

Reconciliation

The process and goal of creating societal change through a fundamental shift in thinking and attitudes, increasing inter-cultural understanding to build a better society through learning about First Nations, Métis and Inuit perspectives and experiences, including residential schools and treaties.

Reserve

A reserve as defined in the [Indian Act](#), R.S.C. 1985, c. I-5

School District

An area created or constituted as a school district under the [School Act](#) or a former Act.

School Community

Students, teachers and other school staff members, families and school council members.

Staff

Individuals employed by the board, including certificate holders and others, who provide educational and support services to students.

Student

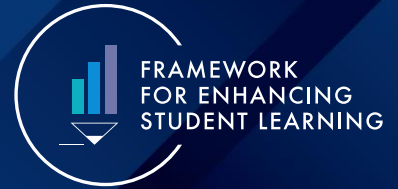
A person enrolled in an educational program provided by a board or Provincial school.

Teacher

The term teacher is defined as a person holding a certificate of qualification who is employed by a board to provide an educational program to students in a school.

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SECTION G: APPENDICES



APPENDIX A | CONFIRMATION OF ADHERENCE TO POLICY REQUIREMENTS FOR DISTRICT STRATEGIC PLAN

The purpose of this document is to support school districts with ensuring their strategic plan meets all the requirements set out in the [Framework for Enhancing Student Learning Policy](#).



A| PUBLIC ASSURANCE (*CONTENT*)

District strategic plan:

- is available on the district's website home page;
- displays the length of the district's planning cycle;
- is embedded as a link in the annual Enhancing Student Learning Report and provided to the Ministry between June 30th and September 30th annually (EDUC.Framework@gov.bc.ca);
- is embedded as a link in all Enhancing Student Learning Reports for the timeframe of the current strategic plan; and
- is board approved (board chair signature and/or approved motion from public board meeting).



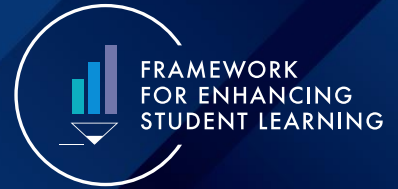
B| COHERENCE AND ALIGNMENT (*CONTENT*)

District strategic plan goals:

- align to the current [Ministry Service Plan](#);
- align with school growth plans;
- are resourced through district financial and operational plans; and
- reflect Local Education Agreements and Aboriginal Educational Enhancement Agreements.

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A shared commitment to improve student success and equity of learning outcomes for every student in public education in British Columbia



C| STRATEGIC ENGAGEMENT (*PROCESS*)

Plan includes a description of the district's engagement process for setting goals.

District strategic plan goals:

- are developed in consultation with Indigenous peoples and key stakeholders; and
- respond to unique local contexts.



D| FOCUS (*CONTENT*)

District strategic plan goals and objectives:

- emphasize student success and educational outcomes for all students; and
- address inequities for Indigenous students, children and youth in care and students with disabilities or diverse abilities.



E| EVIDENCE INFORMED (*PROCESS*)

Plan includes a description of the district's process for using evidence to identify strategic goals.

District strategic plan:

- shows the analysis and interpretation of trends over time using:
 - provincial educational measures;
 - multiple sources of evidence, including relevant locally developed measures; and
 - quantitative and qualitative evidence.



F| IMPLEMENTATION (*PROCESS*)

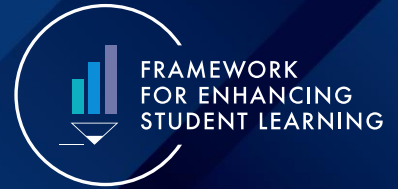
Plan includes a description of the district's process to implement the strategies.

District strategic plan:

- includes the approach to use high-yield research-based strategies to achieve goals and objectives;
- shows the allocation of adequate resourcing to implement strategies; and
- shows the alignment of operational plans with strategic goals.

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A shared commitment to improve student success and equity of learning outcomes for every student in public education in British Columbia



G| CYCLE OF IMPROVEMENT (*PROCESS*)

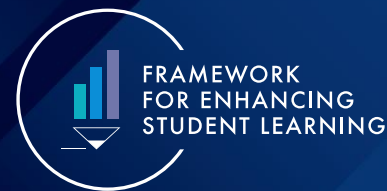
Plan includes a description of the district's annual review process.

District strategic plan:

- includes the process for the district to implement the strategic plan, monitor and evaluate strategy effectiveness and align school plans with district strategic plan; and
- includes the process for on-going communication, consultation and collaboration.

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APPENDIX B | CONFIRMATION OF ADHERENCE TO REPORTING ORDER REQUIREMENTS FOR ENHANCING STUDENT LEARNING REPORT

The purpose of this document is to support school districts with ensuring their Enhancing Student Learning Report meets all the requirements set out in the [Enhancing Student Learning Reporting Order](#).



A| PUBLIC ASSURANCE (*CONTENT*)

The Enhancing Student Learning Report:

- is available on the district's website home page;
- provides a link to the current strategic plan and is provided to Ministry between June 30th and September 30th annually (EDUC.Framework@gov.bc.ca);
- displays the current year of the strategic plan;
- provides a description of the district's local context; and
- is approved by the board (board chair signature and/or approved motion from public board meeting).



B| EVIDENCE OF A CONTINUOUS IMPROVEMENT CYCLE (*PROCESS*)

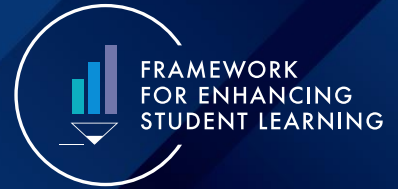
Report includes a description of the district's annual review process including implementation, monitoring, evaluation and alignment.

The Enhancing Student Learning Report:

- includes evidence of a review cycle that includes the district and their schools;
- articulates how the existing or adjusted plan will be implemented;
- describes the process for ongoing engagement with education stakeholders and Indigenous peoples;
- evaluates the impact of the implemented strategies from the past year;
- addresses relevant findings resulting from the review;
- clearly identifies emerging areas of need to confirm and/or adapt strategies;
- shows any new adaptations to strategies or objectives (as required); and
- shows re-alignment of resources to support adapted strategies (as required).

FRAMEWORK FOR ENHANCING STUDENT LEARNING

A shared commitment to improve student success and equity of learning outcomes for every student in public education in British Columbia



C| RESULTS REPORTING (*CONTENT*)

The Enhancing Student Learning Report:

- includes all provincial results provided by the Ministry to districts annually in accordance with the [Framework for Enhancing Student Learning Policy](#);
- provides additional relevant local measures and results (qualitative and quantitative); and
- includes contextual information.



D| RESULTS REVIEW (*PROCESS*)

Report includes a description of the district's process to review provincial and relevant local results.

The Enhancing Student Learning Report:

- includes the analysis and interpretation of results provided by the Ministry to districts annually in accordance with [Framework for Enhancing Student Learning Policy](#), specifically for Indigenous students, children and youth in care and students with disabilities or diverse abilities;
- includes the analysis and interpretation of additional relevant local results (qualitative and quantitative);
- includes the analysis and interpretation of additional results required by existing Local Education Agreements, Equity Action Plans and/or Aboriginal Education Enhancement Agreements; and
- includes contextual information including the identification of trends as applicable.



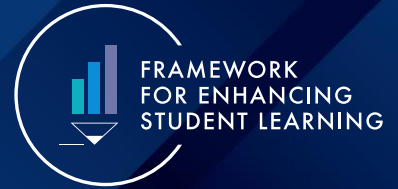
E| ADAPTED PLAN (*CONTENT*)

The Enhancing Student Learning Report:

- includes an evaluation of the impact of previously implemented strategies in relation to student success;
- shows the adaptation of district strategies to address emerging areas of needs (as required);
- provides the modification or update of objectives (as required); and
- shows the re-alignment of district financial and operational plans for implementation (as required).

FRAMEWORK FOR ENHANCING STUDENT LEARNING

A shared commitment to improve student success and equity of learning outcomes for every student in public education in British Columbia



F| IMPLEMENTATION (*PROCESS*)

Report includes a description of the district's process to implement the strategies identified in their strategic plan.

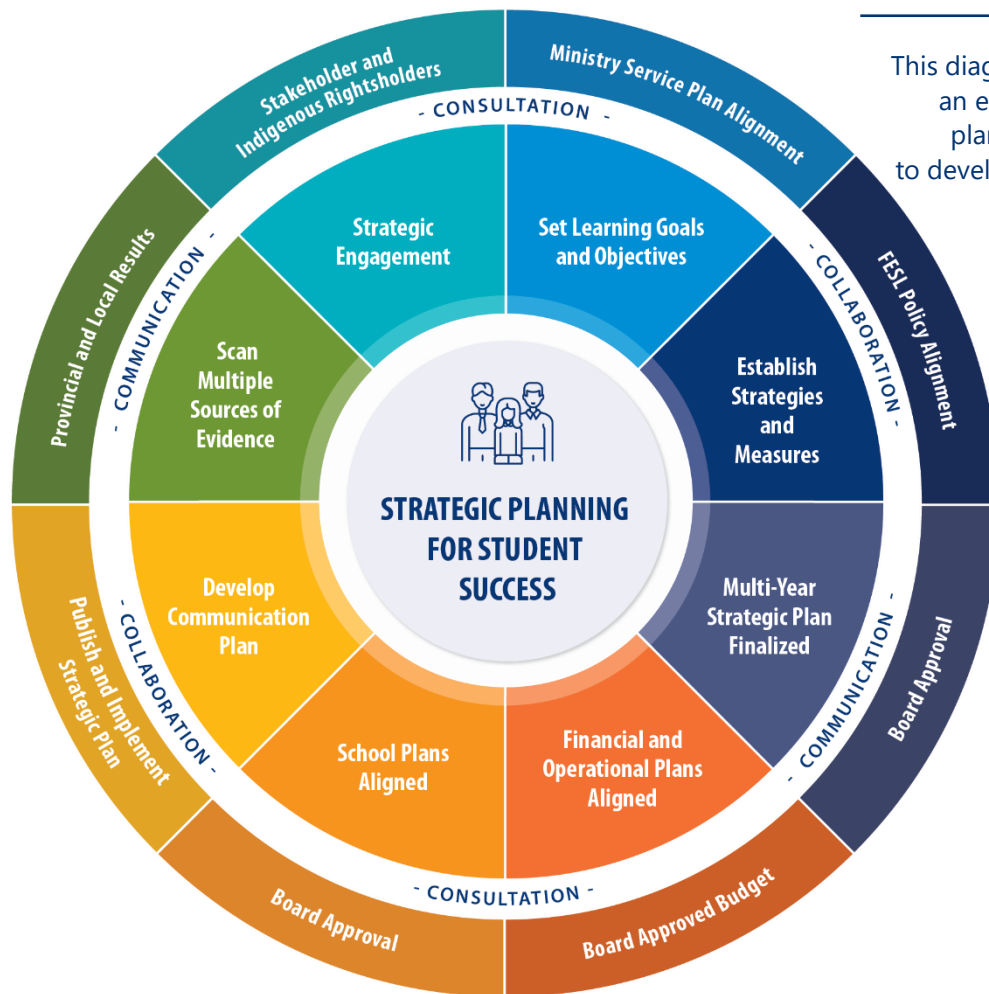
The Enhancing Student Learning Report:

- identifies the approach to implement new or existing high-yield research-based strategies to achieve goals and objectives identified in the current strategic plan;
- shows the re-allocation of adequate resourcing to implement new or existing strategies (as required); and
- shows the re-alignment of operational plans (as required)

APPENDIX C | BUILDING COHERENCE IN PLANNING FOR STUDENT SUCCESS



APPENDIX D | STRATEGIC PLANNING FOR STUDENT SUCCESS



This diagram provides an example of the planning process to develop a strategic plan

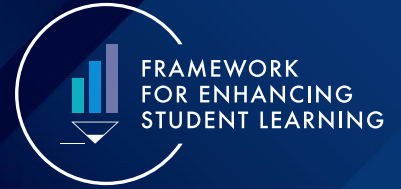
EXAMPLE A 3 - YEAR PLANNING CYCLE	
YEAR 1	Implement new strategic plan
YEAR 2	Continued implementation
YEAR 3	Final year of implementation Strategic stakeholder engagement New plan development with board of education

EXAMPLE B 4 - YEAR PLANNING CYCLE	
YEAR 1	Implement new strategic plan
YEAR 2	Continued implementation
YEAR 3	Continued implementation
YEAR 4	Final year of implementation Strategic stakeholder engagement New plan development with board of education

EXAMPLE C 5 - YEAR PLANNING CYCLE	
YEAR 1	Implement new strategic plan
YEAR 2	Continued implementation
YEAR 3	Continued implementation
YEAR 4	Continued implementation
YEAR 5	Final year of implementation Strategic stakeholder engagement New plan development with board of education

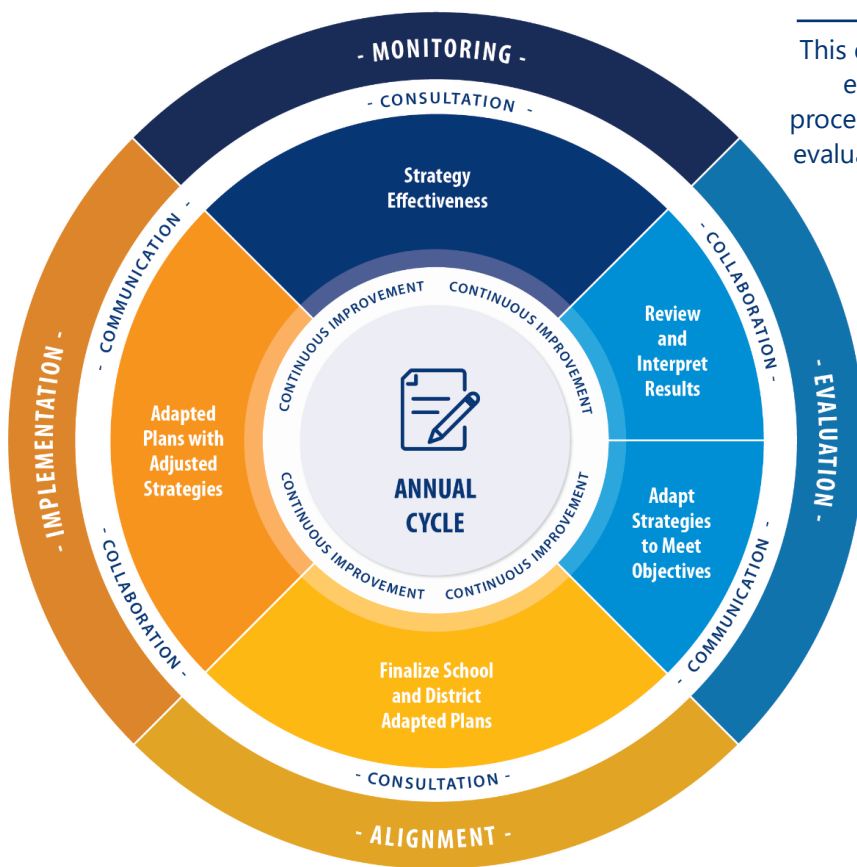
Boards of education determine their planning cycle based on their local context.

FRAMEWORK FOR ENHANCING STUDENT LEARNING



A shared commitment to improve student success and equity of learning outcomes for every student in public education in British Columbia

APPENDIX E | ANNUAL REPORTING CYCLE



This diagram provides an example of an annual process to analyze results, evaluate the effectiveness

APPENDIX F | TIMELINES FOR PROVINCIAL DATA RELEASE

