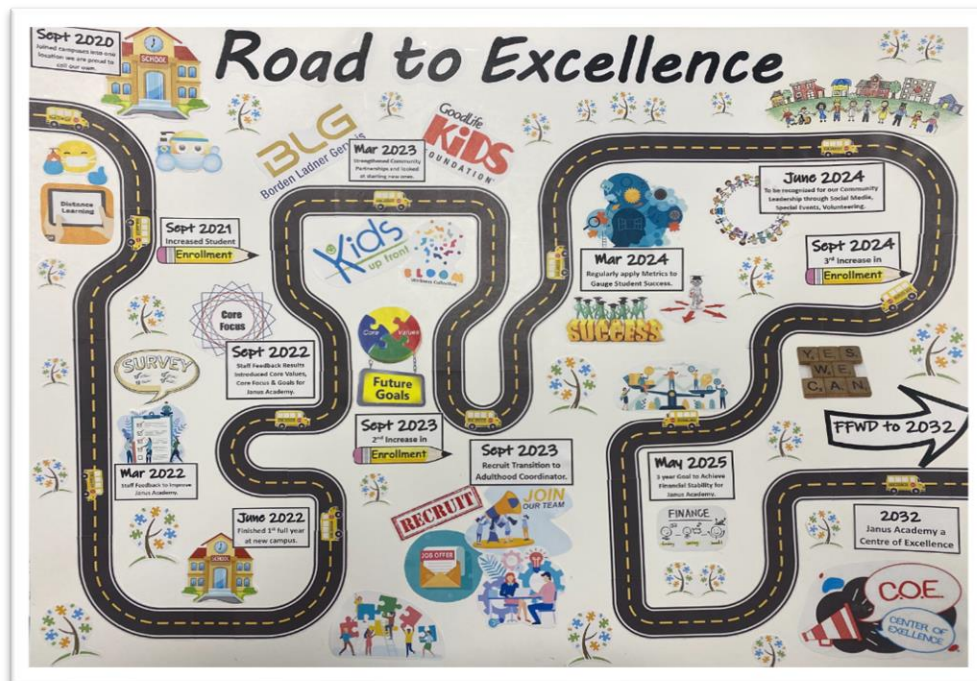




JANUS ACADEMY EDUCATION PLAN 2024-2027



Vision

To be recognized as a leader in specialized education and the facilitation of lifelong community integration of persons with autism.

Mission

To empower and support persons with autism and their families, maximizing their quality of life by providing the model learning environment that meets their academic, social, and emotional needs.

Our Niche

We are an accredited independent school, educating autistic students using the principles of Applied Behaviour Analysis.

Janus Academy is a specialized school for autistic children and youth in grades 1-12. We provide data informed education to students with diverse skills, within the autism spectrum. Our focus at Janus Academy revolves around three key areas: fostering language and communication skills, enhancing academic proficiency, and nurturing social and classroom skills.

Janus Academy specializes in a positive teaching approach for Autistic individuals by customizing the program to meet the unique educational needs of each student.

To continue our standing as a Center of Excellence, a comprehensive strategic plan is crucial. We collaborate closely with stakeholders to cultivate a supportive environment that fosters strong relationships among students, staff, families, community members, corporate partners, and our Board of Directors.

Our central aim is to advance Janus Academy's reputation as a Center of Excellence, highly regarded within the global autism community for leadership in evidence-based education practices.

We engage stakeholders through various means such as parent and staff surveys, strategic planning sessions, staff consultation forums, social media platforms, and our Parent Advisory Counsel . Continuous interaction with our community and corporate partners ensures ongoing feedback to enhance our educational programs.

This feedback shapes our priorities, guiding the implementation of meaningful and engaging instructional practices. We also establish an integrated system of school supports, extending learning opportunities and community partnerships in a sustainable and economically viable manner.





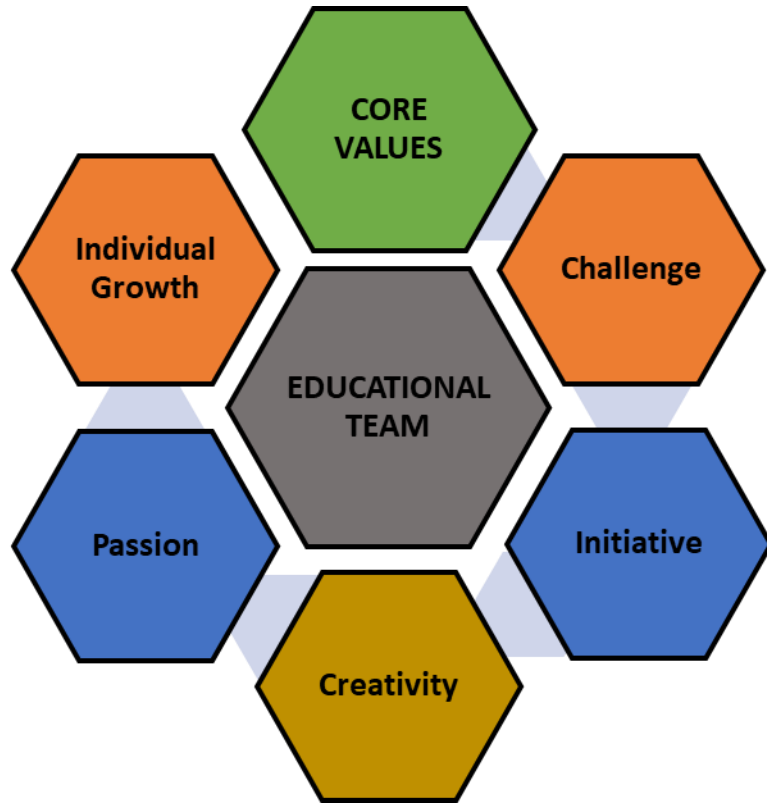
KEY INSIGHTS

Through the analysis of our provincial and local data and discussions with many of our stakeholders, several insights have been highlighted. The areas highlighted through this process have been prioritized and are incorporated into our Education Plan. Janus Academy's Education Plan sets out several priority goals that encompass both provincial and local objectives and measurements for success.

Within these priority areas we believe:

- ✓ Students attending Janus Academy often present with splinter skills across academic areas and require curriculum modifications and adapted teaching styles to be successful.
- ✓ Purposeful adaptations to the Alberta Education Program of Studies are implemented for students working below their chronological age and this is achieved through evidence-based teaching procedures.
- ✓ Implementing more efficient methods for collecting and tracking student achievement data is essential to ensure its continuity and reliability from year to year.
- ✓ Enhance programming directly targeting communication and language by strategically setting goals based on individual student profiles within a structured framework. This approach aims to improve outcomes for all students facing communication challenges.
- ✓ Facilitating more opportunities for collaboration and planning among our educational teams is crucial for fostering strong and productive teams.
- ✓ Increase the type of community partners to help support the transition to adulthood and ensure all students including, EAL, First Nation, Métis and Inuit students are successful.
- ✓ Maintaining a consistent staffing structure by ensuring year to year staff retention. Strategies that support this include enhancing pay grids, clearly defining job responsibilities, and providing opportunities for advancement.
- ✓ Prioritizing the well-being and mental health of students and staff by offering resources and initiatives that address stress, burnout and emotional regulation .
- ✓ Ensuring organizational growth is made through the lens of our core values is paramount, as well, these core values must guide our discussions at the school and board level.
- ✓ An updated school framework is necessary to help support consistency, efficiency and overall students programming success.

JANUS ACADEMY CORE VALUES



STUDENT GROWTH AND ACHIEVEMENT



Goal 1: Learning objectives will focus on all students reaching their full potential academically, socially, physically, and emotionally.

Strategies:

- ▶ Support learning through a customized approach to individual program planning.
- ▶ Incorporate classroom resources that accurately reflect and demonstrate the strength and diversity of First Nations, Metis and Inuit.
- ▶ Provide opportunities for all students to learn and generalize skills through external instructors and off campus activities.
- ▶ Certificated Teachers and Program Coordinators will continue to use instructional approaches that meet the needs of autistic student and learning difficulties with research-based practices.
- ▶ Consultations with Expanded Capacity and Learning Supports (ECLS) and the Provincial Low Incidence Team.

Measures:

- ✓ All Individual Program Plans (IPP) have been adapted to include newly created linear programming objectives that best meet the individual needs of students.
- ✓ The percentage of parents and teachers indicating satisfaction with the quality of education as measured by the AEA survey.
- ✓ Certificated Teacher lead initiatives in and out of the classroom will enhance staff knowledge about First Nations, Métis and Inuit perspectives and experiences, treaties, agreements, and the history and legacy of residential schools.
- ✓ Full implementation of the Independent Readiness, Life Skills and Employment Readiness curriculum with consistent school wide implementation.
- ✓ Program Coordinators indicate their knowledge has been enhanced through participating in opportunities to learn additional techniques and theories that support student mental health such as, Low arousal Training and Community Health Nurse access, as noted through the staff surveys.
- ✓ All certificated staff attend AISCA's annual Teacher Convention.
- ✓ The hours the multi-disciplinary team provides direct services will increase annually to play a more significant role within the classrooms.

STUDENT GROWTH AND ACHIEVEMENT



Goal 2: Maximize academic achievement through focusing on literacy and numeracy.

Strategies:

- ▶ Develop new learning opportunities centered on technology to align with current trends and needs.
- ▶ Streamline foundational practices for literacy interventions
- ▶ Streamline foundational practices for numeracy interventions
- ▶ Appoint lead literacy specialist to help guide decisions regarding assessment and resources, training other teachers and monitor the success of adopted literacy programming.
- ▶ Continue to enhance the literacy program with an emphasis on grade 1-4 students.
- ▶ Focus Certificated Teacher and Educational Assistant professional development to the adaptation of student instruction and modification of curriculum.
- ▶ Provide the Educational Team greater access to required materials for direct use in the classroom.
- ▶ Review standardized assessments used and ensure required training for all new Certificated Teachers is adequate.

Measures:

- ✓ Elk Island numeracy assessment and programming has been implemented across grades 1-6.
- ✓ All students identified as “at risk” for reading will be placed on an individualized program and assessed regularly.
- ✓ Right to Read (R2R) Program and Fountas and Pinnell Literacy Program to be fully implemented school wide.
- ✓ STEM program to be continued by training additional Certificated Teachers in the Robotics Program.
- ✓ Platform to record and share information regarding student assessment and grading continues to be used consistently and is updated annually to include changed to assessment tools. The Information and achievement levels recoded continue to support student transitions from grade to grade and teachers indicate the process as simple and informative during brainstorming sessions.

STUDENT GROWTH AND ACHIEVEMENT



Goal 3: Update the Language and Communication Program to optimize student success.

Strategies:

- ▶ Secure grant funding that supports the purchase of resources and teaching materials geared toward enhancing language and communication.
- ▶ Partner with the Speech and Language Pathologist to assist in the creation of a “Student Profile Document” to guide programming and assessment decisions.
- ▶ Incorporate the “Student Profile Document” into IPP development and new school framework.
- ▶ Increase Certificated Teacher and Educational Assistant professional development regarding the implementation of language and communication objectives within the classroom.
- ▶ Create an SLP Assistant position to enhance specialization within the program.

Measures:

- ✓ Staff will report that resources and materials needed to implement the Language and Communication programming are readily available.
- ✓ A “Student Profile Document” that guides student assessment, objectives and progress measurements will be created and fully implemented.
- ✓ A SLP Assistants position will be created and filled by September 2025.
- ✓ 80% of students placed on an intensive Language and Communication intervention program will show an increase in spontaneous requests per day.
- ✓ Additional hands-on training will be provided monthly to help support Educational Assistants to create more opportunities to produce spontaneous language and peer socialization.
- ✓ Data collected will be transferred to the Precision X platform to track progress and monitor progress of individual programs.

PREPARED FOR ADULTHOOD



Goal 1: Janus students will successfully transition to adult employment, volunteering or community opportunities.

Strategies:

- ▶ Develop a transition to adulthood process that includes student and parent input to ensure a person-centered, collaborative, and holistic approach that maximizes the individual's potential and fosters their long-term success and well-being.
- ▶ Use the Transition Priority Checklist Assessment to guide key transitions, between elementary grades to graduation, to enable students and family's opportunities to prepare for and successfully make changes between different educational and life stages.
- ▶ Expand the role of the Transitional Coordinator focusing on transition to adulthood programming and developing community connections.
- ▶ Work with community partners to identify gaps in programming and to facilitate the establishment of natural, community-based supports.
Develop at least one new partnerships within the community to enrich the Life Skills and Employment Readiness Program, offering high school students avenues to delve into career paths and volunteer prospects.
- ▶ Acquire at least two new community partnerships to advance the life skills and volunteer objectives for high school students.

Measures:

- ✓ Students in grades 7 to 12 will be assessed in life skills through rubrics or informal assessment.
- ✓ The Transition Priority Checklist will be used to guide key transitions in future planning for all junior and senior high school students and their families.
- ✓ Establishment of two new community partnerships concentrated on enhancing student volunteer experiences, along with an additional partnership aimed at providing valuable work experience opportunities for high school students who are motivated.
- ✓ Expand the role of the Transitional Coordinator to 0.50
- ✓ 90% of students graduating from Janus Academy will have the skills necessary for securing meaningful post high school placements.

ENHANCED CAPACITY IN STAFF



Goal 1: Improve knowledge and teaching capabilities of all members of the Educational Team to ensure proficiency in understanding current best practices, using evidence-based practice, data collection that guides programming decisions, and implementation of the updated Program of Studies.

Strategies:

- ▶ Hire a Training Coordinator who reports to the Director of Training to support professional development and enhance teaching capacity in the Educational Team.
- ▶ Update the Training Program to best support the needs of our growing Educational Team.
- ▶ Increase support provided by staff who are certified as Board Certified Behaviour Analysts (BCBA) and Board-Certified Autism Professionals (BCAP).

Measurement:

- ✓ All Certificated Teachers will participate in training sessions provided by AISCA and/or other professionals regarding the changes to the Program of Studies.
- ✓ Part time Training Coordinator has been hired and is providing a comprehensive training program to first year staff.
- ✓ New Educational Assistants will receive over 100 hours of professional development in their first year.
- ✓ Hire at least one additional BCBA and/or BCAP to enhance skill development and guide programming decisions.
- ✓ Staff are satisfied that there is a scope of opportunity available to update and broaden their skills outside of their regular job description (i.e., committee work, additional training, special projects, professional development)
- ✓ Staff survey results indicate the Educational Team feels they have the tools and resources to do their job well.
- ✓ Certificated Teachers provide feedback that they have a high level of competency implementing and adapting the new curriculum to meet the needs of their students.

ENHANCED CAPACITY IN STAFF



Goal 2: Strengthen employee satisfaction, retention and engagement.

Strategies:

- ▶ Increase focus and investment in staff who have been employed with Janus Academy for 3 or more years.
- ▶ Implement new ways to build community that blends relationship building, shared purpose and engagement.
- ▶ Engage staff in decision-making processes and problem-solving activities.
- ▶ Enhance the support and resources provided to staff concerning mental health and wellness.
- ▶ Update compensation grid annually with salary increases for all staff to better align with industry standards.
- ▶ Encourage and promote staff recognition and acknowledgments for their work.

Measurement:

- ✓ Invest in technology to provide staff with access to technology and tools that streamlines process and increase efficiency.
- ✓ Provide monthly activities that support staff to build community and share their opinions.
- ✓ Ensure that staff feel they have opportunities to be involved in decisions that affect their work.
- ✓ Maintain years of service awards and gain input from staff on how to best ensure staff feel recognized for their work.
- ✓ Ensure staff are feel recognized for their work through staff survey results.
- ✓ Ensure that the Educational Team feels that the core values are incorporated into the school environment and culture.
- ✓ Increased staff retention for those who have been employed at Janus Academy for 3 or more years.
- ✓ Financial resources made available to provide salary increases by movement up the set salary grids.
- ✓ Invite Homewood Health, a subsidiary of our benefit provider, to educate staff on services and resources available to them and their families, annually.

BUILDING COMMUNITY



Goal 1: Strengthen the sense of community amongst all our stakeholders.

Strategies:

- ▶ Continue to find creative ways to incorporate our core values into the culture of the school community.
- ▶ Develop new ways to connect our Educational Team through shared experiences by brainstorming ideas at all levels.
- ▶ Work closely with the Parent Advisory Council (PAC) to help establish opportunities to build community amongst Janus families, outside of the campus.
- ▶ Foster community by establishing new and creative opportunities for parents to come together with each other and the Education Team.
- ▶ Research growth opportunities that may decrease student waitlists.

Measurement:

- ✓ Staff survey results indicate that the Educational Team feels that the core values are incorporated into the school environment and culture and are leading to a healthy and vibrant school community .
- ✓ Parent survey results indicate that they feel that they have opportunities to engage with other parents that leads to a sense of school community, as measured through the annual parent survey.
- ✓ Provide at least 6 opportunities each year for our parent community to come together on campus with our educational team.
- ✓ Develop plan that will support program growth that allows for additional families in the broader community be gain access to the supports required for educational success.

FINANCIAL STEWARDSHIP



Goal 1: Build capacity to ensure financial stability and a foundation for growth.

Strategies:

- ▶ Create new opportunities for generating additional revenue, leveraging the uniqueness and expertise of Janus Academy.
- ▶ Focus on parental involvement at the school level and fundraising level to ensure continued financial stability.
- ▶ Implement additional budget review procedures to increase ability to better forecast our financial picture.

Measurement:

- ✓ Work closely with the appointed auditor to ensure accurate accountability for public funds.
- ✓ Grow student population by 10% over the next 2 years, with a maximum capacity of 100 students.
- ✓ Create at least 1 additional revenue stream that will support the organizational growth and sustainability.
- ✓ Remain committed to maintaining a balanced budget consistently over the next 3 years.
- ✓ Provide the Board of Directors and all staff responsible for managing budgets, a quarterly financial package that provides information to ensure fiscal responsibility.

JANUS ACADEMY BUDGET 2024-2025

Alberta Education provides 53% of the required funding needed to provide the specialized programming offered at Janus Academy. Therefore, tuition costs and fundraising is crucial.

Wages and Salaries constitute 74% of our annual expenses. This is to ensure proper staffing supports are provided for our student population.

Amortization of capital assets are higher for the next 7 years in part due to moving into our new school campus which included, lease hold improvements, the purchase of additional furniture and technology as well as, the donation of several buses.

Janus Academy Society 2024-2025 Budget

Revenue

Alberta Education	\$2,485,982.83
Fundraising	\$496,000.00
Tuition	\$1,454,000.00
Amortization	\$94,281.85
Restricted Grants	\$35,000.00
External Programs	\$81,375.00
Other	<u>\$36,000.00</u>
	\$4,682,639.68

Expenses

Lease Costs	\$392,267.07
Wages, Salaries, Benefits	\$3,462,604.54
Operating Costs	250984.16
School Supplies	\$63,000.00
Professional Services	\$53,000.00
Accounting and Legal	\$33,500.00
Technology	\$31,933.40
Transportation	\$6,000.00
Fundraising Expense	\$97,500.00
Amortization	\$165,165.00
Reserve Funds	\$50,000.00
External Programs	<u>\$59,712.88</u>
	\$4,665,667.05

Revenue/Expense

\$16,972.63

Accountability

Statement

The Education Plan for Janus Academy Society commencing May 30, 2024 was prepared under the direction of the Board/Board of Directors in accordance with the responsibilities under the Private Schools Regulation and the Ministerial Grants Regulation. This plan was developed in the context of the provincial government's business and fiscal plans. The Board has used its performance results to develop the plan and is committed to implementing the strategies contained within the plan to improve student learning and results. The Board approved the Education Plan for 2024-2027 on May 22, 2024.



Servejit Massey

Board Chair

May 22, 2024

Date