



Student Information System (SIS) Project Plan and Selection Process

To: Finance, Budget and Enrolment Committee

Date: 13 May 2020

Report No.: 05-20-3875

Strategic Directions

- Allocate Human and Financial Resources Strategically to Support Student Needs

Recommendation

It is recommended that the contract award to PowerSchool LLC for the provision of a new Student Information System (SIS) be approved.

Context

On April 22, 2020, the Board decided:

That the contract award for the provision of an SIS system with PowerSchool LLC presented in report 04-20-3865 be referred back to staff for a report to the Finance, Budget and Enrolment Committee in May 2020, with a more detailed description of the work to be done and to contain a project management plan, which will include clear timelines on updates to trustees on the status of the plan; and

That the Director present a detailed report to the Board outlining the rationale for the selection of PowerSchool LLC, among other products available.

Student Information System (SIS) Background

Following the amalgamation of the legacy school boards creating the Toronto District School Board in 1998, the Board was standardized on Trillium as the Student Information System (SIS) for the entire district. The Student Information System (SIS) is critical to the operation of the TDSB. It is used for the collection, recording, validation

and reporting of student registration, achievement and attendance data. The SIS supports the Ministry reporting process (ONSIS) that drives the operational funding TDSB receives from the Ministry.

The original vendor providing this system was SRB Education Solutions. In August 2016, SRB (and the Trillium product) was bought out by PowerSchool LLC, a well-established provider of SIS solutions in North America and around the world. PowerSchool has continued to maintain the Trillium platform for TDSB and other Ontario school boards ensuring compliance with Ministry of Education reporting requirements, but they have not done any product enhancement work. In July 2019 PowerSchool informed Ontario school boards of their intent to 'sunset' the Trillium product. PowerSchool provided an upgrade path for Ontario districts to migrate to the PowerSchool SIS platform. If districts decline the upgrade, PowerSchool will no longer provide support or further maintenance for Trillium after August 31, 2021. If that were to occur the Board would no longer receive system upgrades i.e. Ministry compliance updates.

Vendor Selection Process

The Ontario Education Collaborative Marketplace (OECM) is a sourcing partner for the Ontario Education sector and issued a Request for Proposals (RFP) in the summer of 2018 for the provision of a SIS system that could be used by any interested Ontario school boards. Following their evaluation of the bids received, they awarded an agreement to Fujitsu Consulting (Canada) Inc. in January 2019. Fujitsu Consulting (Canada) Inc. partnered with Follett Canada Inc. to provide the Aspen Student Information System – Ontario Based Configuration.

As the Ontario government's Centralized Procurement Initiative Interim Measures call for Broader Public Sector organizations to utilize "an existing and applicable Vendor of Record (VOR) arrangement, where possible and appropriate", TDSB staff embarked on a thorough due diligence review of the OECM VOR with Fujitsu Consulting (Canada) Inc. by conducting a thorough vendor overview session over the course of two days. While investigating the abilities of the Fujitsu offering, the PowerSchool SIS product was compared alongside it to determine the best solution for the TDSB. The agendas and information covered in these sessions is provided in Appendix A.

Coming out of these sessions it became apparent that there were some significant gaps between the two vendors with respect to experience, risk, and cost factors and what they can provide to the TDSB.

From an experience perspective, PowerSchool has experience in the province of Ontario with Ontario School Information System (ONSIS) compliance, Continuing Education, and Special Education for more than eight (8) years in fourteen (14) school boards. This is compared to Fujitsu's experience with ONSIS for less than six months at two Ontario school boards recently implemented, both with less than 10,000 students each. See Appendix H for a list of school boards. PowerSchool also has experience implementing approximately ten (10) school boards/districts of similar size and complexity to TDSB in North America. Their experience also includes four (4) migrations from Trillium to the current PowerSchool platform in Ontario.

From a risk perspective, working with PowerSchool minimizes risk in the following ways:

- They have been TDSB's SIS provider for the last several years (Trillium) and are very familiar with TDSB operations and special requirements (e.g. special education, continuing education) from a student information perspective;
- PowerSchool has proven ONSIS compliance for more than 500,000 students across fourteen school boards over the past eight years;
- Data migration will only involve a single vendor that has proven experience migrating from Trillium to the PowerSchool platform in four school boards in Ontario;
- PowerSchool's migration experience goes beyond Trillium to the PowerSchool platform, they have done migrations in hundreds of other school boards to their platform in recent years;
- A major component of school board funding is enrolment. A robust SIS system is essential to ensure accurate enrolment numbers are provided to the province, getting the Board the maximum amount of funding it is eligible for based on the existing funding model;
- The PowerSchool platform has robust integration to custom applications.

From a cost perspective, an "apples-to-apples" comparison was challenging as the PowerSchool platform offers additional functionality that the TDSB requires. Fujitsu did not have all of the functionality that we require given the complexity of our operation. Some PowerSchool modules are provided at no additional cost while some are offered with deep discounting applied. Several of these will replace the need for software that has run outside Trillium in the past – now it will be integrated.

The PowerSchool platform will be a vendor-hosted (or cloud) service meaning the new SIS software and database will not reside on TDSB owned and maintained servers at the 140 Borough Drive data centre, it will be maintained on vendor servers.

Transitioning from one very large and complex platform to another is a very significant undertaking, especially when that platform is mission-critical for maintaining student information and determining funding levels for the Board. SIS is used in every single school. The training requirement to ensure all our current users become well versed in

the use of the new system will be a huge undertaking. The migration of data from one platform to the other is a massive task, and maintaining data integrity during that migration will be essential. Our central staff that support and maintain our current SIS will need to learn and become proficient at operating and supporting the new platform and our school-based users of it.

A multi-year and phased project plan and implementation strategy addressing risks, human resource allocations and training will ensure that the impact to operations and students will be minimized throughout the transition. See the initial project implementation plan in Appendix B. A Project Steering Committee will be established with authority over the project for providing guidance and oversight of the project and serving as communication channel with Trustees and routine progress and budget reporting.

Action Plan and Associated Timeline

Implementation Strategy: Phase I – III Staggered Start

Phase I

- All K-8 schools will migrate to PowerSchool SIS in Phase I. School opening would occur in Trillium with the migration beginning in October 2021.
 - Secondary Alternative & Year Round Schools will be included in Phase I at the start of the 2021/22 school year.

Phase II

- All Secondary schools will migrate in Phase II at the start of the 2022 /23 year.

Phase III

- Special Education functions and processes will be migrated at the start of the 2023/24 school year. These include Individual Education Plan (IEP), Identification, Placement and Review Committee (IPRC), In-School Support Team (IST) and School Support Team (SST).
- All school information will be migrated to PowerSchool during implementation thereby minimizing the impact on school operations.

A detailed implementation plan is being finalized with TDSB and PowerSchool staff. An initial draft is provided in Appendix B.

The human resources required from both the PowerSchool team and the TDSB team has been mapped out and provided in Appendix C.

Training requirements are being assessed and developed and a draft plan is provided in Appendix D. PowerSchool live training is intended to provide “Train the Trainer” knowledge and redelivery skills for key TDSB stakeholders. The TDSB users will receive their training using the PowerSchool online PD+ training courses that includes self-paced and guided webinars.

A project steering committee will be assembled and a Project Charter finalized. The initial draft of the Charter is provided in Appendix E. The steering committee will meet bi-weekly through the first quarter (3 months) of the project, and monthly thereafter. Updates to the trustees through the Finance, Budget and Enrolment Committee will be provided monthly through the first quarter, and quarterly thereafter. Project updates will be a standing item on the Audit Committee agenda through the implementation phase.

A project organization chart that maps out the leadership team, the TDSB Project Team, the PowerSchool Project Team, and Stakeholder Working Group has been developed and is provided in Appendix F.

A RACI (Responsible, Accountable, Consulted, Informed) Chart has been assembled and provided in Appendix G.

Resource Implications

The enormity of the planning, implementation and training required in this transition creates a significant front end cost in the first several years. Staff worked with PowerSchool to defer payments of the significant cost of the first two years over four years. The table below shows the payment schedule over the twelve year term of the initial agreement.

Year 1 (current)	nil	Year 7	\$ 2,547,495
Year 2	\$ 3,806,717	Year 8	\$ 2,611,183
Year 3	\$ 3,806,717	Year 9	\$ 2,676,462
Year 4	\$ 3,806,717	Year 10	\$ 2,743,374

Year 5	\$ 3,806,717	Year 11	\$ 2,811,958
Year 6	\$ 2,485,361	Year 12	\$ 2,882,257
		Total:	\$ 33,984,958

Starting in the 2020-2021 year, licensing costs will start at \$2,095,481 with an annual 2.5% increase annually for the following 10 years.

One-time implementation fees (included in the table above) will total \$6,033,135.

The human resources internal costs associated with this project will amount to approximately \$2.55M.

By the end of Year 4 savings of approximately \$650,000 will be achieved through functionality that will be embedded in the PowerSchool product that currently is supported outside of the Trillium system. The external products can be retired and costs avoided following migration to PowerSchool. The annual cost avoidance thereafter will be approximately \$308,000.

Communications Considerations

Regular updates to the Finance, Budget and Enrolment Committee will occur monthly through the first quarter (3 months) of the project, and quarterly thereafter. Project updates will be a standing item on the Audit Committee agenda through the implementation phase.

Board Policy and Procedure Reference(s)

PO:17 – Purchasing Policy

Appendices

- Appendix A: Vendor Overview Session Details
- Appendix B: Implementation Plan
- Appendix C: Resource Plan
- Appendix D: Training Plan
- Appendix E: Project Steering Committee Charter
- Appendix F: Project Organization Chart
- Appendix G: RACI Chart
- Appendix H: Ontario Market Scan

From

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Student Information System Vendor Overview Session Agendas

(Both Vendors, 2 days each)

Day 1 – Session 1:

9:00am - 11:00am	11:00am - 12:00pm
<ul style="list-style-type: none"> ➤ Student Information System Landscape ➤ SaaS Model ➤ Active Directory, SAML ➤ Cyber Security Model ➤ Disaster Recovery ➤ Operational Data Store ➤ Privacy and Retention Policy ➤ AODA ➤ G Suite Integration 	<ul style="list-style-type: none"> ➤ User Security ➤ Interfaces/API's <ul style="list-style-type: none"> ○ SAP/HR ○ MY Blueprint ○ Insignia (Library) ○ Brightspace/D2L ○ School Messenger ○ SchoolCash ○ Gradebook, etc. ○ Transportation (Bus Planner) ➤ Plug Ins, Toolkit ➤ Support Model ➤ Board Collaboration/User Group

TDSB Staff Participants:

<ul style="list-style-type: none"> ➤ Senior Managers, ITS ➤ Manager, Business Analytics ➤ Manager, Enterprise Administration ➤ Manager, Application Administration ➤ Manager, Cyber Security and Risk Management ➤ Manager, Client Service Desk ➤ Senior Coordinator SIS ➤ Coordination Technology Integration 	<ul style="list-style-type: none"> ➤ Senior Analyst, System Security ➤ Senior Analyst, Database Services ➤ Senior Analyst, Technology Architecture ➤ Senior Analyst, System Services ➤ Business Analyst, Business Analytics (2) ➤ Business System Analyst, Business Analytics ➤ Business Intelligence Database Specialist, Business Analytics ➤ SIS Team Leads (3)
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- **Day 1 – Session 2:**

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1:00pm - 4:00pm

Elementary Workflow

- School Setup (School year, calendar)
- Registration (Online and in person)
- Class Management
- Enrolment
- Attendance
- Elementary Achievement Setup
- Assessment
- Report Cards
- Teacher/Parent/Student Engagement (Mobile)
- EQAO
- Reporting, Dashboard and Analytics

TDSB Staff Participants:

- Senior Manager, Information Management
- Senior Manager, Client Relationship Management
- Manager, Business Analytics
- Senior Coordinator SIS
- Business Analyst, Business Analytics (2)
- Business System Analyst, Business Analytics
- SIS Team Leads (3)
- Central Coordinating Principal, Teaching and Learning
- Education Planning Coordinator
- Elementary Principals (3 schools – one from each school with the following grades: JK-8, JK-5, 6-8)
- Elementary Office Administrators (3 schools – one from each school with the following grades: JK-8, JK-5, 6-8)
- Elementary Teachers (3 schools – one from each school with the following grades: JK-8, JK-5, 6-8)

Day 2 - Session 1

9:00am - 12:00pm

Secondary Workflow

- School Setup (School year, calendar)
- Master Schedule Setup
- Registration (Online and in person)
- Course Request Selection
- Scheduling Students
- Enrolment
- Timetable changes
- Specialized Program(SHSM)
- Dual Credits
- SAL
- Attendance
- Secondary Achievement Setup
- Assessment/Markbook/Gradebook
- Report Cards
- EQAO
- Transcript and Awards
- Teacher/Parent/Student Engagement (Mobile)
- Exam Scheduling
- Reporting

TDSB Staff Participants:

- Senior Manager, Information Management
- Senior Manager, Client Relationship Management
- Manager, Business Analytics
- Senior Coordinator SIS
- Business Analyst, Business Analytics (2)
- SIS Team Leads (3)
- Central Coordinating Principal, Teaching and Learning
- Education Planning Coordinator
- Secondary Principals (3 schools –Semestered, Full Year and Quad)
- Secondary Office Administrators (3 schools – Semestered, Full Year and Quad)
- Secondary Teachers (3 schools – Semestered, Full Year and Quad)
- Centrally Assigned Principal, Academic Pathways, Guidance

Day 2 – Session 2:

1:00pm - 4:00pm

- Special Education
- Continuing Education
- E-Learning
- Suspensions and Expulsions
- Section 23
- Co-op
- Teaching and Learning
 - Taking Stock
- ON SIS
- OUAC/OCAS
- OEN
- Online Forms
- Board Central Reporting
- Dashboard and Analytics

TDSB Staff Participants:

- Senior Manager, Information Management
- Senior Manager, Client Relationship Management
- Manager, Business Analytics
- Senior Coordinator SIS
- Business Analyst, Business Analytics
- Business Analyst, Business Analytics
- Senior Business Analyst
- SIS Team Leads (3)
- Education Planning Coordinator
- Centrally Assigned Principal, e-Learning Program
- Centrally Assigned Principal, Continuing Education
- Centrally Assigned Principal, Special Education (4)
- Centrally Assigned Principal, Safe Schools (4)
- Centrally Assigned Principal, Section 23
- Centrally Assigned Principal, Student Success

Student Information System Vendor Overview Session “Look Fors”

Day 1 - Session 1, 9:00am – 11:00am

- Software as a Service (SaaS) model - architecture/system availability/maintenance schedule (software updates)/roles and responsibilities
- Database environments (including training) - on premise/cloud
- Performance monitoring capabilities - web/apps/database servers
- LDAP/Azure SSO capabilities/Sync with AD, SAML
- Ability to manage application/user security via active directory
- Multi-factor authentication
- Auditing capabilities - user sessions, tables, etc.
- Disaster recovery
- Responsive web design (i.e. screen to resize depending on the device)
- Browser support
- MFIPPA and PHIPA legislation compliance
- Cyber security policy in affect
- Forms and screens external facing comply with confidentiality regulations
- TDSB data encrypted in place and in transit
- AODA - minimum of WCAG 2.0 compliant
- Operational Data Store (ODS) - synchronization process
- GSuite Integration
- Integration with:
 - Desire 2 Learn
 - MyBluePrint
 - KEV School Cash Online
 - School Messenger

Day 1 - Session 1, 11:00am – 12:00pm

User Security
System Role Creation, tasks, activities, roles (view only & update)
Ability to grant security at the tab, field and menu level
Ability to Simulate user
Ability for certain staff types (i.e. principal) to see their old and new schools cross school years
Ability to use combination of AD and local SMS security if more granular permissions are required (i.e. RCA - teacher and elementary report card administrator), piloting functionality
Does the SMS restrict access based on "least privileged access"
Ability to manage security centrally (not managed by a preference)
Ability to suspend or end access for specific accounts and reason

School Level Security
Ability to override staff assignments (i.e.. Start date, end date)
Ability to manage Staff Instructional Time
Does your solution integrate with an HR system
Ability to extend the school staff security before and after the school year
Does the solution support multiple profiles for an individual user
Ability to manually add school/board staff
Interfaces/API's
Are API's available to extract data to external vendors (i.e. Insignia, BusPlanner, etc.)
Are API's available to write back data from external vendors (i.e. SchoolMessenger, etc.)
Toolkit
Provide Users with a start (launch) screen with intuitive navigation to the various modules, based on their access rights
Support Model
Is there an Service Level Agreement available
Ability to generate usage reports/performance metrics
Ability to notify boards of upcoming changes
Ability for boards to provide input implementation timeline
Ability for board to plan maintenance releases on a school year basis
Is support available outside non business hours
Ability for users to access support material (i.e. Videos, webinars, QRC's, FAQ's , manuals, knowledge articles, etc.)
Board Collaboration
Does a user group exist, technical user group
Ability for boards to collaborate (forum) on users on enhancements and service requests
Ability for boards to collaborate on focus groups
Ability for boards to participate in priority setting
Ability for boards to share data base scripts, reports

Day 1 - Session 2, 11:00am – 12:00pm

School Setup
Ability for boards to setup school year, event and calendar centrally

Ability to setup for schools to set up multiple tracks, semesters, terms and timelines, etc.

Ability to copy all setup information for a school from the current year to the next year, with selected attributes

Does the solution allow central staff to modify start and end dates (ie. Semester and term) once in use

Registration General

Allow ability to create Custom Fields

System searches for possible matches by Legal Surname, Date of Birth and Gender when adding a new student and displays the matches.

Ability to transfer and share students to other TDSB schools

Ability to indicate parent/guardian access granularity (ie. Pickup, legal access)

Does the solution allow for contacts to indicate preferred mode of communication (ie. attendance - phone, school announcements - email, etc.)

Designate one sibling within a school as the family contact for lists and mailings

Can the solution maintain multiple address and phone types, with start and end dates.

Ability to specify multiple student alerts and comments (ie. medical, custody, etc.)

Does the solution allow for the linking of siblings in a school

Does the solution allow for tracking for French instruction and minutes

Does the solution allow for ESL tracking

Ability to flag student as sheltered

Does the solution support Specialized programs

Ability to collect early year experiences information

Does the solution include the collection of CASL

Online Registration

Does online registration exist? Can it also be used to update existing students information

Does the solution respect address boundaries

Does the solution support optional attendance

Does the solution include the same edits as if done manually

Is address validation in place

Can workflow be customized

Can the workflow and messaging be customized to parents

Can the OA validate prior to migrating

Does the ability for API integration from board developed registration system exist

Can tool support registration cross years.

Enrolment

Ability to view enrolment history of student once they are registered
Allow schools that student s registered in to view demographic information
Automatically assign a unique system identifier (Student Number) to a new student that is different than the Ministry assigned OEN
Allow a student to be admitted and enrolled concurrently in multiple schools (shared if in 2 days schools) or a day school and a Con Ed school
Ability to track changes to student register changes (ie. full time to part time)
Ability to track changes to funding (ie. application for permanent residence, permanent residence)
Ability to modify arrival date
Provide a clear visual indicator when a student is admitted or enrolled in multiple schools including a mechanism to easily access the names of those schools.
Ability to register a student with a future enrolment date
Ability to register a student with a future departure date
Distinguish between pre-reg, active and inactive students
Identify the school of record. Only one school can be the school of record
Ability to copy students and programs from one year to another
Ability to share and transfer one or multiple students to another school or schools
Group Maintenance
Ability to create customized groups
Ability to associate group to teacher(s) or classes
Ability to copy groups from current year to future year
Ability to enable or disable groups
Attendance
Ability to record attendance on the web (Teacher and Administration)
Ability to generate scan sheets and scan
Ability to record attendance by student, class, group or school
Maintain attendance codes as per the Ministry and allow for custom updates
Functionality to sign students in and out, manually and through admit slip printer functionality
Ability to activate students from pre-reg to Active status
Ability to record attendance period and daily attendance
Ability to generate alerts as related to absence based on board defined by Board Operational Procedures
Allow for occasional/substitute teachers able to record attendance
Attendance reports by student and teacher
Report to identify what classes have not had attendance recorded by day and period

Elementary Master Schedule/Scheduling

Ability for individual schools to set up and build master schedules

Allow for class durations to vary (single blocks, multiple)

Provide a school calendar with cycle days, holidays, exam days, etc.

Clearly differentiate between blocks and periods (e.g. block a, period 1)

Ability to copy Master Schedule from year to year

Ability to create scheduling parameters based on user security

Ability to assign constraints to the master schedule

Ability to run Simulation runs by Master schedule. Need to be able to save as different versions.

Ability to run simulation runs for student timetables by school, grade, group

Report that is run during simulation to identify by course and section how many students were scheduled and how many could not be scheduled

Ability to add classes manually as required

Visualization component to the conflict matrix, when creating a master schedule

Ability to schedule students by individual or by group

View a student's timetable and identify unscheduled course requests

Ability to generate and/or print teacher timetables

Ability to generate and/or print student timetables

Ability to schedule pre reg and active students into courses and homerooms.

Ability to manually place Elementary students into classes

Elementary Achievement

Ability to define Report Periods - Start Dates, End Dates, Mark Entry End Date

Ability to Subjects - Subject, Teacher, Grade

Ability to define second teachers

Ability to print/share draft Report Cards for Admin Comments or review

Ability to define Report Card Layout based on dates per mark period

Ability to lock/unlock courses and marking periods at school level

Ability to generate Report cards by school, grade, class, etc.

Ability to import marks from other systems (e.g. grade books, learning management systems)

Ability for fast entry method for entering marks

Ability to view the IEP during the report card cycle

Ability to generate an alternative report card for students

Ability to identify students with missing marks (ie. Verification report)

Ability to proof-read a report card and make changes online at teacher and school level
Ability to generate report cards for students who transfer beyond the six week OSR rules window
Ability to add accommodations and modifications to a report card
Ability to perform report card verification to check the marks and comments prior to the report card distribution
Ability to produce a report card for a student who is inactive
Ability to include multiple teacher names on a report card including student teachers.
Ability to set up of Board level comment banks for teachers to choose from when populating report cards including the ability for groups of teachers to share comments.
Ability to categorize comments in all comment banks.
Ability to edit comments from a comment bank once added to a report card.
Allow for comment banks to be retained over multiple school years.
Ability to find and replace edited comments;
Utilize context sensitive words in comments (e.g. he/she, legal name, usual name);
Spell checking in comment banks and boxes, using Canadian English
Classroom Management, Engagement and Assessment
Ability for teachers to group students, based on different criteria (learning styles, work habits)
Ability for teachers to plan lessons and create different assignment types
Teachers can distribute, collect and mark assignments electronically
Teachers can define/adjust a weighting to assignments/marks
Teachers can enter comments on assessments, and save comments to a comment bank
Teachers can define the method(s) of calculating grades
Teachers can override a calculated final grade using professional judgment
Teachers can enter an explanation to show students/parents how the mark is calculated
Teachers may attach documents to class assignments or student assessments
Teachers may copy/carry over categories, assignments, etc. from one class to another, across semesters or school years
Teachers may share created assignments with other teachers
Teachers can view all current and historical marks/attendance for their own students
Teachers can communicate with Parents (email or portal), and keep history of all previous communications
Teachers can enter anecdotal information on their students
School Administrators/Guidance/Student Success can view all marks/attendance/assignments for the whole school
School Administrators/Guidance/Student Success can quickly see all students who are under performing – use a different colour for failing/passing marks
School Administrators/Guidance/Student Success can add anecdotal information to a student file but not change marks

Alerts can be set to help teachers/School Administrators/Guidance/Student Success to monitor student achievement

Teachers can define which assessments can be published (i.e. viewed by other teachers/administrators/parents/students)

Teachers can define how assessments are displayed to students/parents – e.g. marks but not weightings

The system must allow Teachers/Administrators to do basic data analysis and reporting (including graphical representation of the data)

Mobile Student Lookup

Look up student records, including photograph, and timetable, attendance to determine where a student should be at a specific time

Parent Engagement

Ability to access on both IOS and android devices

Unique individual logins will be assigned through the portal for the appropriate parent(s)/guardian(s), students and teachers

Ability for parent(s)/guardian(s) with custody to access one or all of their children (multiple schools) in the portal without logging in more than once

Ability for Parent(s)/guardian(s) to view student's Timetable.

Parent(s)/guardian(s) are only able to access their child(rens) information

Parent(s)/guardian(s) are securely able to view students marks/grades, transcript, credit accumulation, and community Service Hours

Ability for parent(s)/guardian(s) to securely view assessment and report card results

Able to view their child(rens) period attendance.

Capability for parent/guardian to receive feedback from teachers.

Display School Events/calendar and extra-curricular activities.

Ability to book parent/teacher interviews

Ability to volunteer for committees, special events and trips through the portal.

Ability for parent/guardians to reset their passwords

Student Engagement

Ability for students to view their current and future timetable. Access to timetables based on timelines determined by school Administration.

Students are able to view their class calendar, school calendar, and assignments

Students are securely able to view their marks/grades, transcript and community Service Hours

Students are securely able to view their marks/grades, transcript and community Service Hours

Ability for students to securely view Community Service Hours, assessment results

Display School Events/calendar and extra-curricular activities.

Class information for students is automatically updated in the portal to match the Student Information System.

Able to view their attendance on a class by class basis.

Visual notification appears when updates have been made.

Students are able to use the Online Planner.
Ability for students to book online Guidance Counsellor appointments
Staff Engagement
Capability for teachers to provide progress and feedback to parents.
Teachers will only have access to their students. Administration will be able to see whole school.
Ability for administration to give access to classes (i.e. Team teaching, Centrally assigned staff work with the students but are not the Primary Teacher).
Teachers have the ability to post assignment and test due dates on calendar.
Ability to view student attendance
Options to allow teacher to indicate if they are accepting messages from parents.
EQAO
Produce data extracts for the appropriate student population to meet the EQAO requirements for a given assessment
Automatically map SIS data into data format and type as specified by the Student Data Collection (SDC) system provided by EQAO. Include accommodations identified in the IEP as part of the upload to EQAO
Import and store individual student EQAO Ontario Secondary School Literacy Test (OSSLT) results
Import and store individual student EQAO Grade 3, 6 and 9 assessment results

Day 2 - Session 1, 9:00am – 12:00pm

School Setup
Ability for boards to setup school year, event and calendar centrally
Ability to setup for schools to set up multiple tracks, semesters, terms and timelines, etc.
Ability to copy all setup information for a school from the current year to the next year, with selected attributes
Does the solution allow central staff to modify start and end dates (ie. Semester and term) once in use
Registration General
Allow ability to create Custom Fields
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Does the solution allow for contacts to indicate preferred mode of communication (ie. attendance - phone, school announcements - email, etc.)
Designate one sibling within a school as the family contact for lists and mailings
Can the solution maintain multiple address and phone types, with start and end dates.

Ability to specify multiple student alerts and comments (ie. medical, custody, etc.)
Does the solution allow for the linking of siblings in a school
Does the solution allow for tracking for French instruction and minutes
Does the solution allow for ESL tracking
Ability to flag student as sheltered
Does the solution support Specialized programs
Ability to collect early year experiences information
Does the solution include the collection of CASL
Online Registration
Does online registration exist? Can it also be used to update existing students information
Does the solution respect address boundaries
Does the solution support optional attendance
Does the solution include the same edits as if done manually
Is address validation in place
Can workflow be customized
Can the workflow and messaging be customized to parents
Can the OA validate prior to migrating
Does the ability for API integration from board developed registration system exist
Can tool support registration cross years.
Enrolment
Ability to view enrolment history of student once they are registered
Allow schools that student s registered in to view demographic information
Automatically assign a unique system identifier (Student Number) to a new student that is different than the Ministry assigned OEN
Allow a student to be admitted and enrolled concurrently in multiple schools (shared if in 2 days schools) or a day school and a Con Ed school
Ability to track changes to student register changes (ie. full time to part time)
Ability to track changes to funding (i.e. application for permanent residence, permanent residence)
Ability to modify arrival date
Provide a clear visual indicator when a student is admitted or enrolled in multiple schools including a mechanism to easily access the names of those schools.
Ability to register a student with a future enrolment date
Ability to register a student with a future departure date
Distinguish between pre-reg, active and inactive students

Identify the school of record. Only one school can be the school of record
Ability to copy students and programs from one year to another
Ability to share and transfer one or multiple students to another school or schools
Group Maintenance
Ability to create customized groups
Ability to associate group to teacher(s) or classes
Ability to copy groups from current year to future year
Ability to enable or disable groups
Attendance
Ability to record attendance on the web (Teacher and Administration)
Ability to generate scan sheets and scan
Ability to record attendance by student, class, group or school
Maintain attendance codes as per the Ministry and allow for custom updates
Functionality to sign students in and out, manually and through admit slip printer functionality
Ability to activate students from pre-reg to Active status
Ability to record attendance period and daily attendance
Ability to generate alerts as related to absence based on board defined by Board Operational Procedures
Allow for occasional/substitute teachers able to record attendance
Attendance reports by student and teacher
Report to identify what classes have not had attendance recorded by day and period
Secondary Master Schedule
Ability for individual schools to set up and build master schedules
Contains a full list of the course catalogue offered by school year (past and present), with start and end dates
Ability to maintain list of courses provided by the Ministry for dual credit, locally developed and Ministry defined course codes, SHSM
Allow for class durations to vary (single blocks, multiple)
Provide a school calendar with cycle days, holidays, exam days, etc. that the school schedule will run off of
Clearly differentiate between blocks and periods (e.g. block a, period 1)
Ability to copy Master Schedule from year to year
Ability to create combined classes
Ability to create scheduling parameters based on user security
Display message when loading student in a class and the class is full
Ability to specify if course has a prerequisite

Ability to assign constraints to the master schedule
Manually assign a teacher to a specific classroom
Ability to run Simulation runs by Master schedule. Need to be able to save as different versions.
Ability to run simulation runs for student timetables by school, grade, group
Report that is run during simulation to identify by course and section how many students were scheduled and how many could not be scheduled
Report course/class conflicts
Visualization component to the conflict matrix, when creating a master schedule
Ability to create placeholders to tieback Ministry courses
Secondary Student Scheduling
Ability to schedule students by individual or by group
Schedule and simulate by section, grade or group
Ability to change class size based on user security
View a student's timetable and identify unscheduled course requests
Ability to generate and/or print teacher timetables
Ability to generate and/or print student timetables
Ability to create a timetable for a trial student
Ability to schedule pre reg and active students into courses and homerooms.
Time stamp and User stamp when courses have been scheduled and rescheduled
Course Requests/Selections
Give Boards the ability to list the elective and mandatory courses
Allow for a student to select courses either on-line or via paper form from a school course listing
Allow for Boards to open and close the course selection process by date or manually
List and review all courses that a student has selected for a school
Indicate that review of a student's course selections has been completed
Mass assign or un-assign students to a course or courses by grouping.
Assign students to a course individually.
Allow for a fast entry method for the office to enter student course selections
SIS should have the ability to obtain student requested courses (options) from third party systems.
Elementary Achievement
Ability to define Report Periods - Start Dates, End Dates, Mark Entry End Date
Ability to Subjects - Subject, Teacher, Grade
Ability to define second teachers

Ability to print/share draft Report Cards for Admin Comments or review
Ability to define Report Card Layout based on dates per mark period
Ability to lock/unlock courses and marking periods at school level
Ability to generate Report cards by school, grade, class, etc.
Ability to import marks from other systems (e.g. grade books, learning management systems)
Ability for fast entry method for entering marks
Ability to view the IEP during the report card cycle
Ability to generate an alternative report card for students
Ability to identify students with missing marks (ie. Verification report)
Ability to proof-read a report card and make changes online at teacher and school level
Ability to generate report cards for students who transfer beyond the six week OSR rules window
Ability to add accommodations and modifications to a report card
Ability to perform report card verification to check the marks and comments prior to the report card distribution
Ability to produce a report card for a student who is inactive
Ability to include multiple teacher names on a report card including student teachers.
Ability to set up of Board level comment banks for teachers to choose from when populating report cards including the ability for groups of teachers to share comments.
Ability to categorize comments in all comment banks.
Ability to edit comments from a comment bank once added to a report card.
Allow for comment banks to be retained over multiple school years.
Ability to find and replace edited comments;
Utilize context sensitive words in comments (e.g. he/she, legal name, usual name);
Spell checking in comment banks and boxes, using Canadian English
Awards/Transcripts
Capabilities to record retain, and report information on the diploma/certificate completion granted to a student including completion dates and diploma/certificate type. Ability to perform verification for students on meeting ministry aware requirements and the ability to assign a diploma or certificate type to a student, individually or on mass
Ability to view and generate transcript report
Ability to archive transcript data
Ability to record external course information for credit (e.g. Ballet and Royal conservatory of Music Courses)
Indicate if a mark was achieved through rewriting, equivalency, external or challenge
Verify if students on a SHSM pathway are meeting the requirements
Perform graduation diploma verification when a student is attending multiple schools simultaneously and allow each school to do the graduation diploma verification

Perform current and projected (future) graduation verifications
Print and calculate historical diploma requirements (e.g. Ontario Secondary School Diploma (OSSD) 1989, Ontario School Intermediate and Senior (OS:IS) 1984 blue book, Secondary School Graduation Diploma (SSGD), Secondary School Honour Graduation Diploma (SSHGD))
Ability to exchange SIS data (such as transcript) between boards
Provide information on whether or not students have met, or will meet, all graduation requirements based on applicable graduation rules.
Classroom Management, Engagement and Assessment
Ability for teachers to group students, based on different criteria (learning styles, work habits)
Ability for teachers to plan lessons and create different assignment types
Teachers can distribute, collect and mark assignments electronically
Teachers can define/adjust a weighting to assignments/marks
Teachers can enter comments on assessments, and save comments to a comment bank
Teachers can define the method(s) of calculating grades
Teachers can override a calculated final grade using professional judgment
Teachers can enter an explanation to show students/parents how the mark is calculated
Teachers may attach documents to class assignments or student assessments
Teachers may copy/carry over categories, assignments, etc. from one class to another, across semesters or school years
Teachers may share created assignments with other teachers
Teachers can view all current and historical marks/attendance for their own students
Teachers can communicate with Parents (email or portal), and keep history of all previous communications
Teachers can enter anecdotal information on their students
School Administrators/Guidance/Student Success can view all marks/attendance/assignments for the whole school
School Administrators/Guidance/Student Success can quickly see all students who are under performing – use a different colour for failing/passing marks
School Administrators/Guidance/Student Success can add anecdotal information to a student file but not change marks
Alerts can be set to help teachers/School Administrators/Guidance/Student Success to monitor student achievement
Teachers can define which assessments can be published (i.e. viewed by other teachers/administrators/parents/students)
Teachers can define how assessments are displayed to students/parents – e.g. marks but not weightings
The system must allow Teachers/Administrators to do basic data analysis and reporting (including graphical representation of the data)
Ability for teachers to provide recommendations on which courses to take
Mobile Student Lookup
Look up student records, including photograph, and timetable, attendance to determine where a student should be at a specific time

Parent Engagement

Ability to access on both IOS and android devices

Unique individual logins will be assigned through the portal for the appropriate parent(s)/guardian(s), students and teachers

Ability for parent(s)/guardian(s) with custody to access one or all of their children (multiple schools) in the portal without logging in more than once

Ability for Parent(s)/guardian(s) to view student's Timetable.

Parent(s)/guardian(s) are only able to access their child(rens) information

Parent(s)/guardian(s)s are securely able to view students marks/grades, transcript, credit accumulation, and community Service Hours

Ability for parent(s)/guardian(s) to securely view assessment and report card results

Able to view their child(rens) period attendance.

Capability for parent/guardian to receive feedback from teachers.

Display School Events/calendar and extra-curricular activities.

Ability to book parent/teacher interviews

Ability to volunteer for committees, special events and trips through the portal.

Ability for parent/guardians to reset their passwords

Student Engagement

Ability for students to view their current and future timetable. Access to timetables based on timelines determined by school Administration.

Students are able to view their class calendar, school calendar, and assignments

Students are securely able to view their marks/grades, transcript and community Service Hours

Students are securely able to view their marks/grades, transcript and community Service Hours

Ability for students to securely view Community Service Hours, assessment results

Display School Events/calendar and extra-curricular activities.

Class information for students is automatically updated in the portal to match the Student Information System.

Able to view their attendance on a class by class basis.

Visual notification appears when updates have been made.

Students are able to use the Online Planner.

Ability for students to book online Guidance Counsellor appointments

Staff Engagement

Capability for teachers to provide progress and feedback to parents.

Teachers will only have access to their students. Administration will be able to see whole school.

Ability for administration to give access to classes (i.e. Team teaching, Centrally assigned staff work with the students but are not the Primary Teacher).

Teachers have the ability to post assignment and test due dates on calendar.
Ability to view student attendance
Options to allow teacher to indicate if they are accepting messages from parents.
OCAS/OUAC
Ability to generate extract for OCAS/OUAC data transmission(s), for both destinations or single destination
Import and store individual student EQAO Ontario Secondary School Literacy Test (OSSLT) results
Provide provisions to automatically incorporate individual student OSSLT results as part of the graduation requirements.

Day 2 - Session 2, 1:00pm – 4:00pm

Special Education
Ability to custom workflow for creating IEP's and IPRC
Ability to manage exceptionality, placement and programs
Ability to generate reconciliation reports
Ability to record multiple exceptionalities identifying which is the main exceptionality
Data validation between placement and program levels. i.e. Fully Self-contained cannot have a Resource Placement
Ability to track the IEP flag by start/end dates
Exceptionality, Placement & Program have Start and End Dates
Ability to enter or complete an IEP after student is demitted
Ability for Program to track Program Level & Location
Continuing Education
School setup to include school calendar, timelines, programs, course catalogue, Master Schedule, and teacher/instructors
Setup Continuing Education courses (i.e. Course delivery type, start and end dates of program, start and end times of class and days of the week for each class)
Continuing Education scheduling to be the same as regular day school scheduling with the addition of Con Ed required fields (i.e. Register Type, Days of the Week, Hours)
Ability for parents and students to complete registration online
Ability for student to register in both a ConEd and Day school, at the same time
Ability for parents/students pick courses/sessions from a catalogue
Ability for parents/students pay registration fee through online payment
Ability for Guidance Counsellors to approve a student's selection in a ConEd course

Complete tasks similar to Day schools – enrolment, attendance, achievement including report cards
Record PLAR and Personal Learning Environment (PLE's);
Ability to mark students as Mature
Record lessons marked and teacher Contact
Supports OnSIS submission processes
Generate Ministry Enrolment Registers for Correspondence/Self Study/e-Learning Courses
Extract data in EFIS format with calculations
Generate Independent Study and e-Learning Register for Day School Pupils
Produce a Ministry Compliant Continuing Education registers
Ability to support Credit (night, summer, e-Learning), non-credit (IILE, Literacy Numeracy), Focus on Youth, and Adult programs
Care and Treatment
Ability to assign a designated school and CTCC BSID
Ability to assign CTCC BSID when registering
Ability to create a school that does not have a Ministry BSID
Ability to register short and long term student
Abilities the same as Day school (scheduling, achievement, attendance)
Suspension & Incident
Ability to record Incident (in-school, suspension & expulsion)
Ability to generate Incident Reports
Ability to maintain / customize list of infractions
Ability to generate reports for ONSIS reporting
Ability to generate suspension/expulsion letters from a template customized by Board
ONSIS
Ability to import Ministry Reference Files
Ability to report the elemental data collection for all submissions (Day school, Con Ed, CTCC, Suspensions)
Ability to manage the error/warning control at board level
Ability to generate and view XML (readable format)
Ability to generate report by OnSIS error and panel
Ability to produce Ministry Section reports
Ability to lock schools once data is error free in a submission. Unlock if need to resubmit
OEN

Ability to generate upload file for mass OEN assignment
Ability to import newly assigned OENs to SMS
Ability to produce validation error result files by school
Online Forms
Ability for parents to complete online form
Ability for board to create and publish an online form
Ability for board to view the submission stats
Ability for board to establish a custom workflow
Ability for forms to be available by school, teacher (by homeroom), central
Ability to seamlessly view the online form submissions within the student information system
Ability for schools to filter the online form content, i.e. media consent for all students only
Ability to publish an online form to select group based on grade as an example, DH form
Data Validation
Validation upon entry of provincially required fields i.e. postal code format
Cross validation of related fields i.e. OSSD earned, retirement reason code must = OSSD
Board control over ability to back-date ie timetable
Board ability to create validation rules within the SMS i.e. 6th character/course type
Allow for rules for commonly used fields (e.g. phone numbers, dates, address, email address) and allow for Boards to assign data validation rules at the time of data entry for custom fields (e.g. only numeric values in certain fields, only dates in a specified format in fields)
Ability to designate or software to designate mandatory all fields required for provincial reporting, so any user editing a screen shall not be able to save without providing an input in the mandatory fields (e.g. if a student is born outside of Canada, date of entry in Canada field, cannot be blank)
Reporting
Ability to create customized report in SIS in addition to the built-in reports out of the box
Ability to manage customized reports list and security control within SIS
Ability to deliver reports in various format (PDF, Excel, CSV, Word, TIFF)
Ability to generate reports in real time or queue
Ability to customizable header and footer for each report
Ability to Sort/group report data on multiple fields based on user input
Ability for central board IT staff to generate reports using SQL queries
Ability to provide an email notification once queued report completes, with link to view the report (with login)
Ability to allow individual users to create a list of "favourites" reports;

Ability for board to integrate their own custom reports

Dashboard and Analytics

Ability to provide a summary of data validation issues by school, learning network, learning centre, board

Ability to create graphical (charts) report

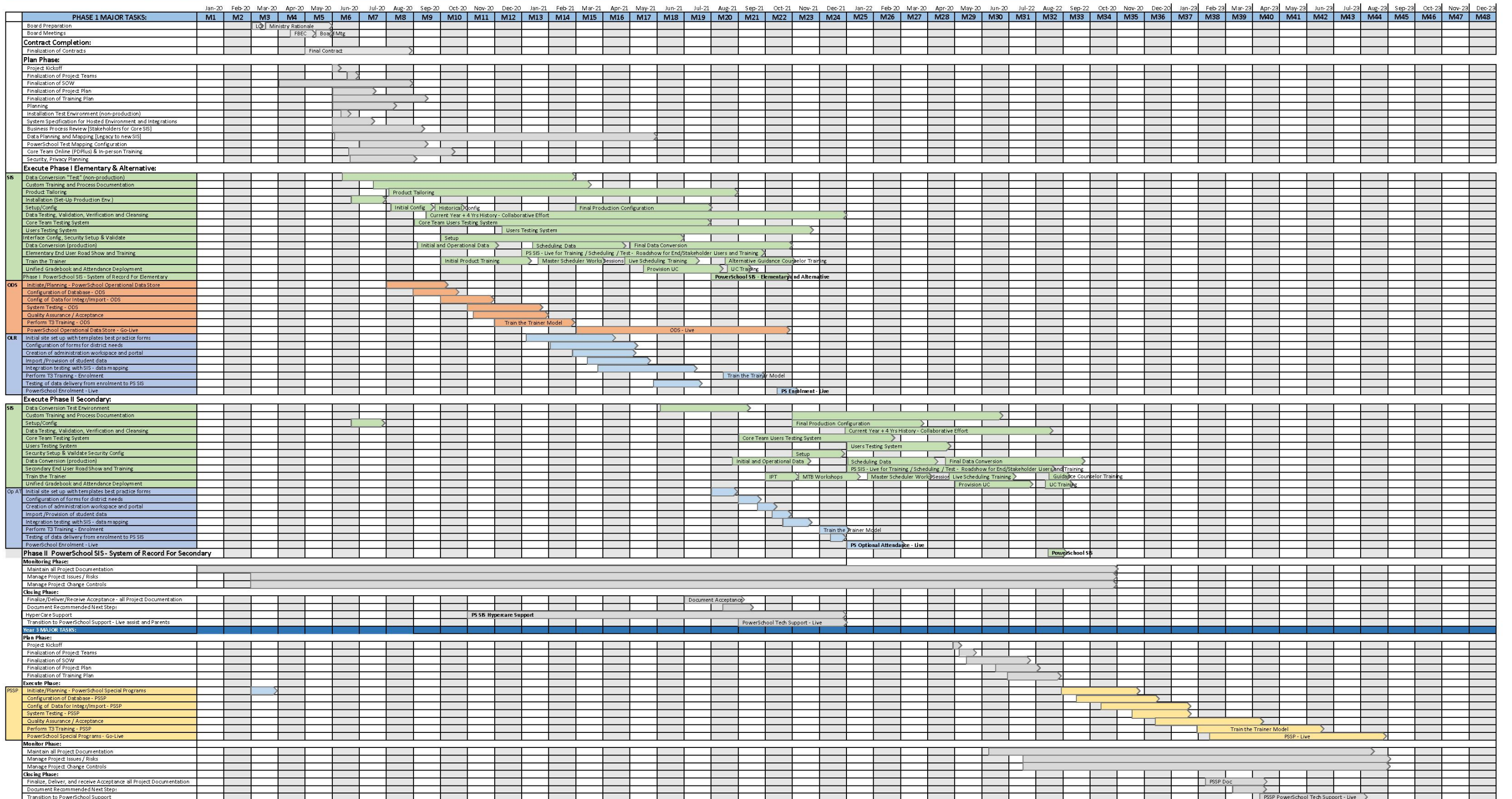
Ability to create interactive reports (drill-through)

Ability to define and display KPIs

Ability to slice and dice data visually

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Toronto District School Board, Toronto, Ontario, Canada - PowerSchool Implementation Plan



Toronto District School Board, Toronto, Ontario, CAN - PowerSchool Training Plan

Product	Course Name	Participants	Course Detail	Session Detail	Total Days
SIS	Initial Product Training (IPT) Certification	Up to 20 District IT Staff	5 days	5 d X 2 Session	10
SIS	Initial Product Training	Up to 1200 District Staff	3 days	3 d X 60 Sessions	180
SIS	Reporting Certification	Up to 20 District IT Staff	4 Days	4 d X 2 Sessions	8
SIS	Report Training (Enterprise Reporting & Object Report)	Up to 1200 District Staff	3 days	3 d X 60 Sessions	180
SIS	PowerScheduler Certification	Up to 20 District IT Staff	10 days	10 d X 2 Sessions	20
SIS	PowerScheduler Prep to Build	Up to 1100 Scheduling Staff	3 days	3 d X 55 Sessions	165
SIS	PowerScheduler Build Workshop	Up to 1100 Scheduling Staff	4 days	4 d X 55 Sessions	220
SIS	Elementary Scheduling	Up to 1000 Scheduling Staff	1/2 Day	1/2 d X 24 Sessions	12
SIS	Customization Training	Up to 20 District IT Staff	5 Days	5 d X 1 Session	5
Enrollment	Basic Enrollment Training	Up to 40 District Training Staff	1 day	1 d X 2 Sessions	2
ODS	Extensive Operational Data Store	Up to 20 District Staff	5 days	5 d X 1 Session	5
ODS	Operational Data Store System Provisioning	Up to 20 District IT Staff	2 days	2 d X 1 Session	2
ODS	Operational Data Store Advance Reporting Training	Up to 20 District Staff	5 days	5 d X 1 Session	5
ODS	Initial Operational Data Store Training	Up to 20 District Training Staff	1 day	1 d X 1 Session	1

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PSSP	Extensive Special Programs	Up to 20 District Training Staff	3 days	3 d X 2 Sessions	6
PSSP	System Provisioning	Up to 20 District IT Staff & Training Staff	2 days	2 d X 2 Sessions	4
PSSP	Advance Reporting Training	Up to 20 District Training Staff	1 day	1 d X 2 Sessions	2
PSSP	Initial Special Programs Training	Up to 1900 District Staff (Self Paced & Remote)	1/2 day	1/2 d X 96 Sessions	48

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SIS Student Information System
 ODS Operational Data Store
 PSSP Power School Special Program

Trillium SIS to PowerSchool SIS Project

Steering Committee Charter (Draft)



PURPOSE

The Trillium SIS to Power School SIS project is an atypical TDSB project due to its size of budget, timeframe and the breadth of its scope coupled by the paramount importance of the Student Information System to the day-to-day operations of the Board. It is as large as any project the TDSB has undertaken and as such warrants the attention and support of a Steering Committee comprised of senior leadership at the Board.

MANDATE

The Steering Committee will remain in place until the project has completed. It has governance and authority over the project and its mandate is to see the project through to its successful completion and provide strategic vision and guidance through all phases from planning to execution, business process changes and ultimately the implementation of the new Student Information System.

Key responsibilities of the committee include undertaking major decision making, approving project changes, addressing major issues and concerns brought forth by the project team and ensuring the necessary organizational alignment and personnel are in place across the Board to support the project.

MEETING PROCEEDINGS

It is the duty of the committee to meet regularly to address project matters. For the first three months of the project the committee will meet bi-weekly and thereafter upon committee approval moved to a monthly schedule.

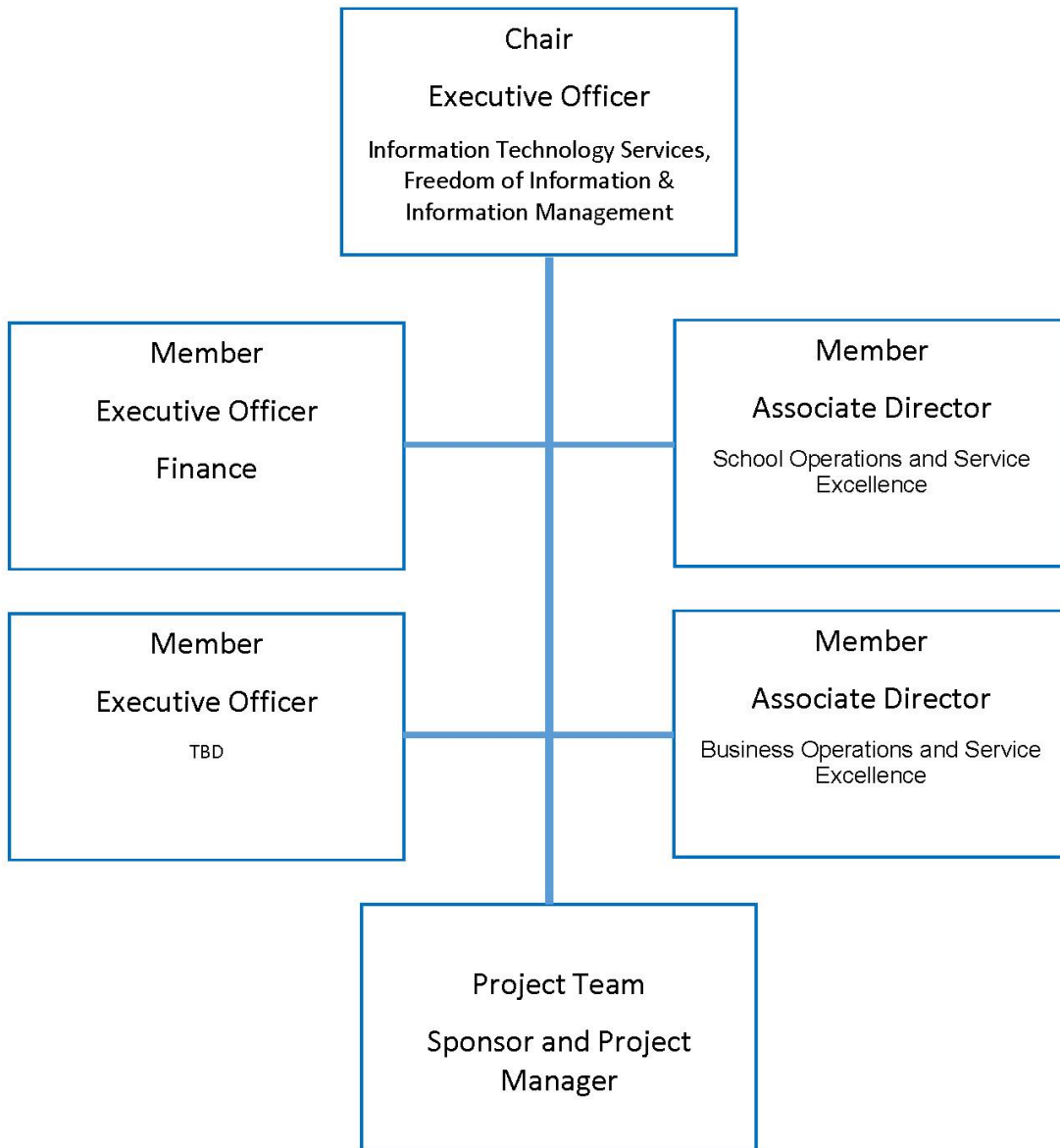
The committee will provide its own governance by voting in a Chair Person who will oversee the committee meetings, set the meeting agendas, address motions and assign activities to committee members.

Agenda items can be requested to the Chair by any Committee Members and the agendas will be reviewed with the project sponsor and shared with members prior to meeting. The Committee will receive regular Project Status Updates including budget reporting, Risks & Issues reporting. Meeting minutes containing decisions and actions will be kept in a project folder and tracked at committee meetings.

Meeting location will be in-person and made available online for those attending remotely.

MEMBERSHIP

*Members TBD – this is for illustrative purposes only



<i>Name</i>	<i>Title</i>	<i>Department</i>
	Executive Officer	ITS, FOI, IM
	Associate Director	School Operations and Service Excellence
	Associate Director	Business Operations and Service Excellence
	Executive Officer	Finance
TBD	E.g. Associate Director	
TBD	E.g. Executive Officer	

CHANGE CONTROL

This charter is subject to standard change control processes. Updates to the charter will be proposed, reviewed and agreed to by the Steering Committee Members.

AUTHORIZATION

Signed by: _____
TBD Committee Member

Signed by: _____
TBD Committee Member

Signed by: _____
TBD Committee Member

Signed by: _____
TBD Committee Member

Trillium SIS to PowerSchool SIS Project Organization Chart

Project Leadership Team	Project Steering Committee	
	Executive Sponsor	<u>Stakeholder Working Group</u> Superintendent Rep (2) Secondary P/VP (4) Secondary Teachers/Guidance (4) Secondary OA (4) Elementary P/VP (4) Elementary Teachers (4) Elementary OA (4) Centrally Assigned School Operations (2) Centrally Assigned Student Success (2) Centrally Assigned Academic Pathways (1) Learning Centre Coaches (4) Staffing Information Officer (1) Systems Planning Officer (1) Educational Planning (1) Early Years (1) Continuing Education (4) Student Engagement & Experiential Learning (1) Parent Engagement (1) Special Education (2) e-Learning (1) French Department (1) ESL (1) Section23 (1) Safe Schools (1) Client Services Department (1) Central Transcript Office (1) Communications (1)
	Project Sponsor	
<u>Project Team</u> Project Manager Technical Project Lead SIS Coordinator (1) Business Analyst (4) Business Intelligence Specialists (2) Business Intelligence Database Specialist (1) SIS Team Lead (2) SIS Support Specialists (6)		
<u>PowerSchool Team</u> PowerSchool Senior PM Strategic Education Impact Consultant PowerSchool SIS Configuration Specialist (6) PowerSchool SIS Training Coordinator PowerSchool PODS Specialist PowerSchool PODS Data Specialist PowerSchool Additional IMP Specialist/data conversion effort PowerSchool PODS Training Lead PowerSchool Enrollment Configuration Specialist PowerSchool Enrollment Training Coordinator		

Ontario Market Scan – PowerSchool and Fujitsu (Aspen)

* Existing PowerSchool

- Toronto DSB
- York DSB
- Hamilton-Wentworth DSB*
- Durham DSB*
- Ottawa Catholic DSB*
- Upper Canada DSB*
- Durham Catholic DSB*
- Trillium Lakelands DSB*
- Simcoe County DSB*
- Simcoe Muskoka CDSB*
- London Catholic DSB*
- Brant Haldimand Norfolk CDSB*
- Wellington CDSB*
- Kinooamaadziwin Education Body*
- Group of Private Schools*

Halton Catholic DSB

Dufferin Peel Catholic DSB

Grand Erie DSB*

Near North DSB

Thunder Bay CDSB

Lakehead DSB

Northwest CDSB

Rainy River DSB

Keewatin Patricia DSB

Superior North CDSB

Superior Greenstone DSB

Seven Generations DSB

Fujitsu (Aspen)

Nipissing –Parry Sound Catholic
DSB

Renfrew County DSB