

Strategic Plan: Reporting Dashboard

Teaching and Learning

The School District of West Salem provides innovative programming focused on the personal growth and development of each child and delivers a challenging and relevant curriculum promoting creativity, a passion for learning, and a desire for excellence.

Key Performance Indicator 1: Student Growth and Achievement

All students will demonstrate growth and/or achievement:

- By the conclusion of the 2013-14 school year all building levels will achieve the Standard of “Exceeding Expectations” on Wisconsin’s State School Report.
- The difference in the proportion of students within sub-populations identified as proficient and the portion of the majority student [population identified through the Wisconsin State Assessment System (WSAS)], will not exceed 5% in any content area. If the performance difference exceeds 5% schools will demonstrate appropriate progress in closing the performance difference in order to meet the 5% difference by 2015.
- The percentage of students at each school scoring at or above proficient in reading and mathematics on the Wisconsin State Assessment will equal or exceed 50%. Once a school reaches the 50% standard, the students will continue to demonstrate a 1% or greater annual increase.

****Progress towards meeting the goal of “Exceeding Expectations” continues. Absent deductions in our elementary and middle schools, this goal will be achieved. The process of closing the gap in our high school needs improvement. Progress was made within sub-populations at every level other than the 10th grade sub group of low economic status. The goal of exceeding 50% on the WKCE was achieved in mathematics. Although we achieved our highest score ever in reading (41.9%) we did not meet 50%.**

Key Performance Indicator 2: Measure of Academic Progress

All students in grade 3, 4, 5 and 7 will participate in MAP testing and demonstrate continued academic growth:

- By the conclusion of the 2012-13 school year, the School District of West Salem will increase by 10% the number of students reading at or above grade level as measured by MAP.

- The percent of students in grades 3-5 meeting MAP growth targets will increase by 1% each year.
- By 2015, the percent of grade 7 students on track for scoring geometry ready RIT (RIT 245 or above) on MAP end of course algebra assessment at the high school will equal or exceed 85%. If below 85% will show annual increases in order to achieve 85% by 2015.
- By the conclusion of the 2014-15 school year reduce by 5% the number of students who do not meet grade level benchmarks, as measured by the MAP assessments in 6, 8, 9, and 10.

****We achieve a 10% increase in reading as measured by MAPS at every grade level possible. We continue to meet our growth targets in grades 3-5. The goal of 7th grade mathematics RIT score of 245 does not match programming (the 7th grade norm is 230.) In 2013 the results were approximately 25%. The Rti programming in grades 6-11 is under development including the creation of intermediate measures (MAPS) used to monitor progress.**

Key Performance Indicator 3: ACT Assessment Suite (ACT, PLAN, EXPLORER)

Schools will demonstrate yearly increases in the percent of students who meet college career readiness benchmarks on the ACT, PLAN, and Explore assessment:

- By the conclusion of the 2013-14 school year, the School District of West Salem will increase by 10% the number of graduates taking the ACT exam.
- By 2015, the School District of West Salem will increase by 10% the number of graduates noted as College and Career Ready as measured by the college and Career Readiness benchmarks on ACT's "Meets All Four" benchmark score.

****The first goal regarding test participation will become mute in 2014 – 2015 when all juniors will be required to take the ACT Test. While the district composite score continues to exceed national, state and regional totals, district performance in the area of "Meets All Four" has traditionally trailed national and state trends. The Class of 2013 recorded our second highest composite score (22.7) with a 60% (down from 75%) participation rate. However, only 24% achieved "Meets All Four" as determined by ACT.**

Key Indicator 4: Advanced Placement and College Credit Potential Courses

Students will be provided with experiences and opportunities to be "ready" for college and career:

- By 2015 at least 90% of all graduating seniors will have taken at least one college credit potential course.

- By 2015, the enrollment in college credit potential courses will be representative of the subgroup enrollments in the high school.
- By 2015, 90% of students who choose to take Advanced Placement exams will score a 3 or higher.
- By 2015, 100% of all high school graduates will have completed at least two career interest surveys.

****These goals were all targets for 2015. Totals for the Class of 2013 were just under 50%. The career interest goal will be impacted by a new state statute requiring such surveys as part of improving career and college readiness statewide.**

Key Indicator 5: Personal Learning and Social Responsibility

Students will be provided with the experiences and opportunities to enhance their responsibilities in their community and the world at-large:

- All schools will promote student opportunities in co-curricular and extra-curricular activities and athletics.
- All schools will promote student opportunities to demonstrate community service behaviors.
- All grade 5 students will be able to define and discuss the WSES Positive Behaviors and share practical examples of how to demonstrate those behaviors.
- All schools will demonstrate a 5% reduction of office referrals by the conclusion of the 2014-15 school year.

****We continue to promote and enhance opportunities for co-curricular participation. Of special note was the expansion in non-athletic areas such as Odyssey of the Mind, DECA, Math, VICA and VAC. We experienced an unprecedented level of success by our teams at state and/or national competitions. New for 2013 – 2014 is our entrance into the field of robotics. The exposure to community service continues to grow as evidenced by a number of elementary and middle level programs along with the results of our Senior Exit Project program. Our elementary school was recognized for excellence in the area of PBIS resulting in fewer office referrals and better results. The middle and high schools are working towards this goal as well.**

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Workforce Engagement and Development

The School District of West Salem will apply the best possible strategies to hire, retain, engage, and develop a highly skilled workforce dedicated to serving with passion to ignite creativity, innovation and excellence.

Key Performance Indicator 1: First Year Mentoring

The district will demonstrate an effective mentoring process:

- By May 1, 2013 all first year teachers will complete a satisfaction survey regarding the effectiveness of the district mentoring program.

**** Our first year teachers completed a survey regarding our mentoring program.**

Michael St. Pierre is using the results to make modifications to our program.

Key Performance Indicator 2: Employee Handbook

The district will effectively implement and administer the newly adopted employee handbooks:

- By May 1, 2013 district employees will complete climate surveys and participate in focus group discussions.
- By July 1, 2013 the district will adopt updated versions of all employee handbooks.

**** Our employees were invited to participate in local climate survey regarding the first year implementation of our employee handbook. Seventy nine (79) teachers participated in the survey along with twenty two (22) members of our support staff. In addition, we held discussion meetings in all three buildings to allow for input regarding the employee handbook.**

**** The school board reviewed a draft of suggested handbook changes at the June 10th meeting and approved final revisions on June 24th.**

Key Performance Indicator 3: Supervision and Evaluation

The school district will adopt and implement a coordinated and formal approach to supervision and evaluation of all employees:

- By June 1, 2013 the administrative team will complete a book-study of Charlotte Danielson's four domains of teaching.

**** Our administrative team completed the book study and participated in a three-day workshop at CESA #4 on July 15, 16 & 17 as part of the Washburn Academy.**

Key Indicator 4: Servant Leadership

The school district will advance, support and promote the concept of servant leadership:

- By December 1, 2012 members of the district administrative team will complete a course in Servant Leadership.
- By April 1, 2013 the district will research, develop an employee leadership development opportunity.

**** Five members of our administrative team participated in a course in Servant Leadership offered in Tomah through Viterbo.**

**** The school board adopted a plan to offer a yearlong servant leadership program to our employees. The program will begin in August of 2013 with "graduation" set for June of 2014.**

****More than 40employees applied for 25 slots in the first cohort. The cohort began working in August and continues with a monthly session. The feedback from the participants is positive.**

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Communication and Community

The School District of West Salem will communicate with and engage our citizens, staff, and students in a transparent and efficient manner to achieve our vision of service with passion.

Key Performance Indicator 1: District Web Presence

The school district will enhance its web presence:

- By January 1, 2013 the district web site update will be completed to include user feedback and an external counter
- By March 1, 2013 the district will establish a social media presence with list of 50 or more non-school connected social media “followers”

****The district employed a local vendor to refresh our district web-site. The district successfully launched a district Facebook page now including 443 “likes.”**

Key Performance Indicator 2: Parent Communication

The school district will improve parent communication:

- By June 1, 2013, the number of registered members of Blackboard Connect, communication through Skyward, and electronic learning management systems will increase by 20%.
- By June 1, 2013 the district will successfully recover a parent satisfaction survey from 30% of district parents
- By January 1, 2013 each building will post building goals on the building pages of the district web site

****The district continues to register users via Blackboard and Skyward. More than 50% of k-12 families participated in the spring parent satisfaction surveys. Building goals are posted on the district web site.**

Key Performance Indicator 3: Community Connection

The district will demonstrate effective connections with the community:

- By January 1, 2013 the district will begin publishing a monthly district “Fact Sheet” including relevant fiscal information.
- By July 1, 2013 the community committee will include at least 6 new members.
- By December 1, 2012 the superintendent will establish regular communication via a social media platform.

****The district posted a number of financial fact sheets. This process requires a new approach. The summer community committee met in July. No additional members were added. The superintendent posts district related information on Twitter.**

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Technology

The School District of West Salem will create classroom environments designed and equipped to ignite creativity, innovation and excellence. The classrooms will be directed by educators able to apply current technology in the process of engaging students in a rich and collaborative educational experience.

Key Performance Indicator 1: Student Technology and Tools

The district will provide each student with access to curriculum embedded technological tools:

- By June 1, 2013 a selected group of students will complete an age-appropriate skills assessment and curricular review based upon the technology use section of the HEAT walkthrough series.
- By June 1, 2013 the Class of 2015 will demonstrate improved skills proficiency as measured by the same on-line assessment tool as completed in 2010.

****The Heat Walkthrough series was scrapped as the state mandated educator effectiveness standards were rolled out. The Class of 2015 was unable to retake the same skills examination because it no longer applied to the Apple change-over.**

The implementation of a 1:1 learning environment has literally forced this to happen in a variety of ways.

Key Performance Indicator 2: Staff Technology and Tools

The district will provide each teaching staff member with access to curriculum embedded technological tools:

- By May 1, 2013 each teacher will complete a skill survey to provide data for upcoming professional data.

****The implementation of our 1:1 programming in grades 6-12 and k-12 staff distribution of laptops resulted in an explosion of both required and optional staff development in the area of technology.**

Key Performance Indicator 3: Technology Infrastructure and Support

The school district will provide robust and reliable infrastructure and equipment along with efficient and effective systems of support:

- By July 1, 2013 the technology department will present baseline data regarding network performance, equipment reliability, and support proficiency.

****The Director of Technology Services provides monthly updates regarding “down-time”, internet traffic, customer satisfaction and help-desk response time.**

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Finances and Facilities

The School District of West Salem will conduct business operations founded upon a commitment to good stewardship of resources and will provide clean, safe, efficient and welcoming learning facilities, well-equipped for current and future demands.

Key Performance Indicator 1: Energy Efficiency

The school district will champion the concept of energy efficiency:

- At the conclusion of the 2012 – 2013 school year, the district will demonstrate a 5% reduction in energy consumption as compared to the baseline data for 2011 – 2012.

****Scott Johnson completed a final report indicating a total average reduction of 9% in energy use.**

Key Performance Indicator 2: Facility Management

The district will follow the comprehensive long-range facility plan adopted by the community in June of 2012:

- By the conclusion of the 2012 – 2013 school year, the district will collect and review data regarding upgrades to the bus facility, softball fields, and baseball fields.

**** Paragon and Associates from La Crosse will provide an estimated cost for upgrades to baseball and softball fields. This was tabled in light of referendum discussions. Brickl Brothers provided an estimate for work at the bus facility.**

Key Performance Indicator 3: Sound Fiscal Practices and Reporting

The school district will demonstrate sound fiscal practices and transparent financial reporting:

- By January 1, 2013 the school district will begin publishing a monthly district “Financial Fact Sheet” including relevant fiscal information.
- By January 1, 2013 and each year after the school district will conduct a Financial Management Assessment as detailed by Standard and Poor’s followed by the establishment of a detailed set of goals for the following year.

****The first such installment of the budget process and fact sheet is posted on our web site under the newly created finance tab.**

****The Standard and Poor’s review was completed. Standard and Poor’s is now updating their evaluation system in light of new financial regulations on Wall Street.**

Key Performance Indicator 4: Human Resources

The school district will demonstrate sound fiscal and strategic management of human resources:

- By January 1, 2013 80% of those employees who participate in the district health insurance program will complete the health assessment survey.
- By May 1, 2013 the district will produce an approved plan for moving forward with a new salary model for professional staff.
- By January 1, 2013 the employee wellness committee will offer coordinated set of wellness activities and programming.
- By April 1, 2013 the district will assess the performance of the pre-screening process in relation to the performance of newly hired staff.

- By February 1, 2013 the district will approve an Other Post Employment Benefits plan for district staff.

****The 80% marker was met in both the Biometric Screenings and on line health assessment resulting in a 2% reduction in health care costs.**

****The committee to develop a new teacher salary schedule has met regularly since February.**

****The employee wellness committee was directly involved in recruiting employees to participate in the screening process. The committee met with employees from another district to discuss wellness activities. The committee is currently planning activities for 2014.**

****The administrative team will examine the correlation between the pre-screening scores with performance reviews of our first year teachers to determine the effectiveness of the screening and hiring process.**

****The school board approved of an OPEB formula for district employees in December of 2012.**