

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.

District Summary of Key Performance Indicators

	Below Expectations	Meets Expectations	Exceed Expectations
Total	< 20 pts	20 – 30 pts	> 30 pts

**Note 34 total points possible*

Key Performance Indicator 1: Student Growth and/or Achievement

OUTCOME: : Students meet or exceed rigorous performance standards.

STRATEGIES/MEASURES:

- By the end of the 2016-2017 school year, each school will reduce the achievement gap between socio-economically disadvantaged (SES) students to non-socio-economically disadvantaged students (Non-SES) as measured by the District Report Card in reading and mathematics. (**Note that differences in Closing Gaps priority area scores between last year and this year may be due to [DPI calculation changes](#)—not due to actual change in student performance*)

Expectations	Below (1 pt)	Meets (2 pts)	Exceeds (3 pts)
District Report Card	< 0	0 – 2	> 2

- The percentage of students within the district scoring at or above proficient in reading and mathematics as measured by the Wisconsin State Assessment System (WSAS) will meet or exceed the district’s benchmark of “Meets Expectations”.

Expectations	Below (1 pt)	Meets (2 pts)	Exceeds (3 pts)
Reading	< 40%	40 – 50%	> 50%
Mathematics	< 50%	50 – 60%	> 60%

**Reading three year average 41.9% | Mathematics 3 yr average 51.5%*

- By 2016-17 students in grades 3-8 will meet or exceed the district’s proficiency benchmark of “Meets Expectations” in reading and mathematics as measured by NWEA MAP.

Expectations	Below (1 pt)	Meets (2 pts)	Exceeds (3 pts)
Reading	< 60%	60 – 80%	> 80%
Mathematics	< 60%	60 – 80%	> 80%

- By the end of the 2016-17 school year, students in grades 3-8 will meet or exceed the district’s benchmark of “Meets Expectations” as measured by their expected growth targets in reading and mathematics on the NWEA MAP assessment.

Expectations	Below (1 pt)	Meets (2 pts)	Exceeds (3 pts)
Reading	< 60%	60 – 70%	> 70%
Mathematics	< 60%	60 – 70%	> 70%

- By the end of the 2016-17 all schools will achieve the standard of “Exceeding Expectations” on Wisconsin’s State School Report Card.

	Fails to Meet (1 pt)	Meets Few (1.5 pts)	Meets (2 pts)	Exceeds (2.5 pts)	Significantly Exceeds (3 pts)
District	0 – 52.9	53 – 62.9	63 – 72.9	73 – 82.9	83 – 100
HS	0 – 52.9	53 – 62.9	63 – 72.9	73 – 82.9	83 – 100
MS	0 – 52.9	53 – 62.9	63 – 72.9	73 – 82.9	83 – 100
ES	0 – 52.9	53 – 62.9	63 – 72.9	73 – 82.9	83 – 100

Key Performance Indicator 2: Success-based Learning and Teaching

OUTCOME: To ensure factors that improve teaching and learning are affecting all student groups to the same degree (6 points):

STRATEGIES/MEASURES:

- By the end of the 2014-15 school year, all staff will provide standards-based instruction providing clear, consistent learning targets and embed the development of creativity, innovation, problem-solving, and critical thinking into the instructional program, as measured by annual targeted instructional program reviews.

Measures: Documents, Student Perception Survey, Agenda and Minutes

- By the end of the 2016-17 school year each building will provide interventions in reading and/or mathematics, tied to the curriculum, that have clearly defined exit criteria, as measured by fidelity checklists and student progress within targeted interventions .

Measures: Documents, RtI Data, Agenda and Minutes

- By 2015-16 all schools will implement assessments (common formative and summative) that account for growth, and provide timely, meaningful information to help teachers adjust instruction, as measured by annual targeted instructional program reviews.

Measures: Assessment Documents, Agenda and Minutes

Key Indicator 3: College and Career Ready

OUTCOME: To ensure all students will be “ready” for college and/or a career.

STRATEGIES/MEASURES:

- Beginning in 2016-17, at least 60% of each senior class will have achieved an average ACT composite score in the range of 21-24 points (WI 5 Yr. Average ACT score 22.1).

Expectations	Below (1 pt)	Meets (2 pts)	Exceeds (3 pts)
Composite ACT Score	< 60%	60%	> 60

- By the end of the 2016-17 school year, 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.

Expectations	Below (1 pt)	Meets (2 pts)	Exceeds (3 pts)
Composite ACT Score (WI 5 Yr. Average ACT score 22.1)	< 34%	34 – 40%	> 40%

- By the end of the 2017-18 school year 70% of the graduate students will have attended a post secondary institution in either their first or second year after graduation. *68% three year average post secondary enrollment (76% highest percent in the last three years)

Expectations	Below (1 pt)	Meets (2 pts)	Exceeds (3 pts)
Percentage	< 70%	70 – 80%	> 80%

Key Indicator 4: Student-Centered Learning Culture

OUTCOME: To ensure students enhance their responsibilities in their school and local community (4 points):

STRATEGIES/MEASURES:

- By 2016-17 all schools will provide opportunities for students to personalize their learning, as measured by independent and collaborative real-world projects/problems.
Measure: Course options by building

- Students surveyed annually will report 80% satisfaction with current instructional practices. The district will provide recommendations for improvement.
Measure: Student perception survey

- The district will promote opportunities for students to demonstrate relevant real-world learning, as measured annually by the Senior Exit Project (SEP) portfolio rubrics.
Measure: Senior Exit Project Rubric

- By 2016-17 all schools will have frameworks in place to model and reinforce appropriate positive behaviors and actively involve students in building positive school environments, as measured by their school implementation plan.
Measures: School Improvement Plan by building

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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: New Team Members

OUTCOME: The district will demonstrate an effective process for recruiting, hiring, training, supporting and retaining new employees.

STRATEGIES/MEASURES:

- By June 30, 2015 all first year employees will complete formal 30-day and 90-day follow-up surveys/interviews.
- By May 1, 2015 the administrative team will compare pre-screening data with first year observation data.
- By May 1, 2015 all second year teachers will complete a “second-year” interview.
- By August 30, 2015 the district will update retention data from current and recent years.
 - o Goal: 90% teacher retention rate less non-renewals and one-year contracts.

Key Performance Indicator 2: Safe and Healthy Workplace

OUTCOME: The district will demonstrate the effective creation of a healthy and satisfying workplace for all employees.

STRATEGIES/MEASURES:

- By January 1, 2015 all employees will complete a workplace satisfaction survey from a third party vendor – WorkplaceDynamics.
 - o Goal: Rise above 4.0 in the area of “Appreciation and meaningful work”
 - o Goal: Rise above 4.0 in the areas connected to “my manager”
 - o Goal: Rise above 2.0 in the area of workplace frustration
- By February 1, 2015 adopt an employee wellness guide for 2015.

Key Performance Indicator 3: Supervision and Evaluation

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

STRATEGIES/MEASURES:

- By June 15, 2015 the administrative team and professional staff will complete the first year implementation of the newly required Educator Effectiveness evaluation system.
- By February 1, 2015 the administrative team will develop a set of comprehensive procedures for supervision and evaluation.

Key Indicator 4: Servant Leadership

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

STRATEGIES/MEASURES:

- By June 30, 2015 members of the second local cohort (24) to complete a course in Servant Leadership will graduate.
- By April 30, 2015 the first cohort (28) will complete a follow-up activity documenting the impact of the Servant Leadership program.
- By September 1, 2015 the third cohort will begin the year long journey through our Servant Leadership course.
 - o Goal: Attract 25 new participants.

Key Indicator 5: Compensation and Benefits

OUTCOME: The school district will support our workforce with competitive compensation and quality benefits.

STRATEGIES/MEASURES:

- By March 1, 2015 the district will adopt a process for promotion to status as a Model Teacher.
- By May 1, 2015 the district will complete the process of updating, bidding and renewing our employee health insurance benefit.

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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

OUTCOME: The school district will enhance its web presence.

STRATEGIES/MEASURES:

- The district will continue to enhance and refine the district website and communication strategy.
 - o Goal: Post at least 10 informational videos
- The district will continue to expand its social media presence.
 - o Goal: Expand the number of Twitter posts and accounts

Key Performance Indicator 2: Parent Communication

OUTCOME: The school district will improve parent communication.

STRATEGIES/MEASURES:

- The district will continue to expand the use of Sky-Alert from Skyward.
- By June 10, 2015 the district will successfully recover a parent satisfaction survey from 50% of district parents.

Key Performance Indicator 3: Community Connection

OUTCOME: The district will demonstrate effective connections with the community.

STRATEGIES/MEASURES:

- The district will continue publishing regular newsletters and posting relevant fiscal information.
- The district will expand upon the use of district surveys.
- The district will better connect with those residents who do not have children in our schools.
 - o Goal: Attend municipal meetings to discuss district issues
 - o Goal: Reach out to specific groups through civic groups, “coffee meetings,” and good news phone calls.

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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: Environment Supportive of Technology

OUTCOME: Provide a safe, flexible, and effective learning environment for all students:

STRATEGIES/MEASURES:

- By the end of the 2016-17 school year, high school graduates will have participated in one online and/or blended course, as measured annually by student online and/or blended course enrollment records.
- By the end of the 2016-17 school year, educators and students will demonstrate proficiency in safe and productive Internet use, as measured annually by internet safety survey including the safe and responsible use of social media.

Key Performance Indicator 2: Engagement with Technology

OUTCOME: Technology is leveraged so that students have access to learning experiences that meet their needs and interests.

STRATEGIES/MEASURES:

- The curriculum will reflect effective integration of technology, as measured by training and coaching support to curriculum writing and revision teams to improve technology integration.
- Educators will develop skills in interactive, engaging, adaptive instruction, as measured by job-embedded professional development to create and implement content-specific technology-infused learning activities

Key Performance Indicator 3: Technology Infrastructure and Support

OUTCOME: To ensure a robust and reliable infrastructure and equipment along with efficient and effective systems of support:

STRATEGIES/MEASURES:

- Educators will have access to technical support for all software and hardware in use in the classroom, as measured monthly on the Support Center report for network performance, equipment reliability, and support proficiency.
- Non-warranty repair costs will remain under \$20,000 for 14-15.

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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

OUTCOME: The school district will champion the concept of energy efficiency.

STRATEGIES/MEASURES:

- At the conclusion of the 2014 – 2015 school year, the district will demonstrate a 1% reduction in energy consumption as compared to the totals from the 2013 – 2014 school year with an eventual goal of experiencing a 10% reduction as compared to the baseline data from 2011 – 2012.
 - o Goal: Develop specific recording and comparison system including heating degree days.

Key Performance Indicator 2: Facility Management

OUTCOME: The district will follow and/or adapt the comprehensive long-range facility plan adopted by the community in June of 2012.

STRATEGIES/MEASURES:

- By the conclusion of the 2014 – 2015 school year, the district will determine a plan of action regarding a capital projects referendum.
 - o Goal: Address required updates to middle school
 - o Goal: Address space concerns in elementary school
 - o Goal: Address campus traffic and safety concerns
 - o Goal: Address transportation and outdoor facility issues

Key Performance Indicator 3: Sound Fiscal Practices and Reporting

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

STRATEGIES/MEASURES

- By July 1, 2015 the school district will restore at least \$100,000 to the Fund 10 fund balance.
- By February 1, 2015 the school district will publish an updated district budget cycle document and assessment of the 2014 – 2015 budget.
- The district will maintain or improve upon the current Standard and Poor's credit rating.