



SCHOOL DISTRICT OF  
**REEDSBURG**

Strategic Plan Update: February 20, 2023

## Strategic Planning as a Part of Board Governance

### ***The Lighthouse Study (Rice et al., 2001): “Moving” School Boards...***

- Made student achievement needs the focus of their decision making.
- Described a clear direction and focus on specific goals related to improving student achievement.
- Held high expectations for *all* students.
- Expressed an intense focus on finding ways to reach *all* children.
- Consistently expressed their belief that *all* children could learn.



## Strategic Planning...

- ★ Creates a shared vision and direction for all stakeholders.
- ★ Establishes outcomes for which we all accept responsibility.
- ★ Puts the vision into objectives that can be tracked and communicated over time.
- ★ Leverages resources to ensure support for priority work.
- ★ Focuses on *results*.

# Key Performance Objectives

## High School Graduation Rate

- Reedsburg Area High School will attain a 5-year rate that is among the top 5 annually in the Badger Conference.

## Advanced Placement Exams

- Reedsburg Area High School's Advanced Placement (AP) courses will achieve an annual pass rate of 75%.

## i-Ready Assessments

- By 2027 or earlier, the percentage of K-2 students performing at or above grade level on the i-Ready assessment in Reading and Math increase annually until all students are performing at or above grade level by the end of 2nd grade.

## Subgroup Proficiency

- The proficiency levels of student subgroups will increase each year on the iReady Assessment, Wisconsin Forward Exam, and ACT Exam in Reading and Math until their performance matches the overall test population.

# Key Performance Objectives

## State Report Card

- By 2027 or earlier, SDR and all individual schools will attain an annual ranking of *Exceeds Expectations* or *Significantly Exceeds Expectations*.
- By 2027 or earlier, SDR and all individual schools will attain *Growth* score in the 80th percentile or above.
- By 2027 or earlier, SDR and all individual schools will attain a *Target Group Outcomes* score in the 80th percentile or above.

## ACT

- Reedsburg Area High School's annual composite score will increase annually, with the graduating class of 2027 attaining a composite score of 22.0.

## Wisconsin Forward Exam

- By 2027 or earlier, the percentage of students in grades 3-8 will perform at or above the median proficiency level of the top 5 performing schools in the Badger Conference in Reading and Math.

# Quality Indicators

## Budget and Facilities

- Annual district budgets will demonstrate where allocations are directly attributable to the strategic priorities.
- By January 2023, the School District of Reedsburg will have created a comprehensive facilities master plan for all district facilities with prioritized improvement projects for consideration by the School Board.
- By 2027, each school will have flexible, future-focused instructional environments within them.

## Student Attendance

- Building attendance rates will increase annually so that by 2027, the School District of Reedsburg attendance rate is among the top 5 in the Badger Conference.

# Quality Indicators

## Community Support

- The percentage of respondents that rate the School District of Reedsburg, overall, as 'Excellent' or 'Above Average' on the District's community survey will increase regularly until that percentage reaches 70%.
- The percentage of respondents that rate the School District of Reedsburg, overall, as 'Excellent' or 'Above Average' on the District's Sauk County Area Business survey will increase regularly until that percentage reaches 70%.
- The percent of respondents to the community survey who indicate that they have attended, supported, or been involved in school activities or events, will increase annually until by 2027, more than 50% indicate that participation.

## Open Enrollment

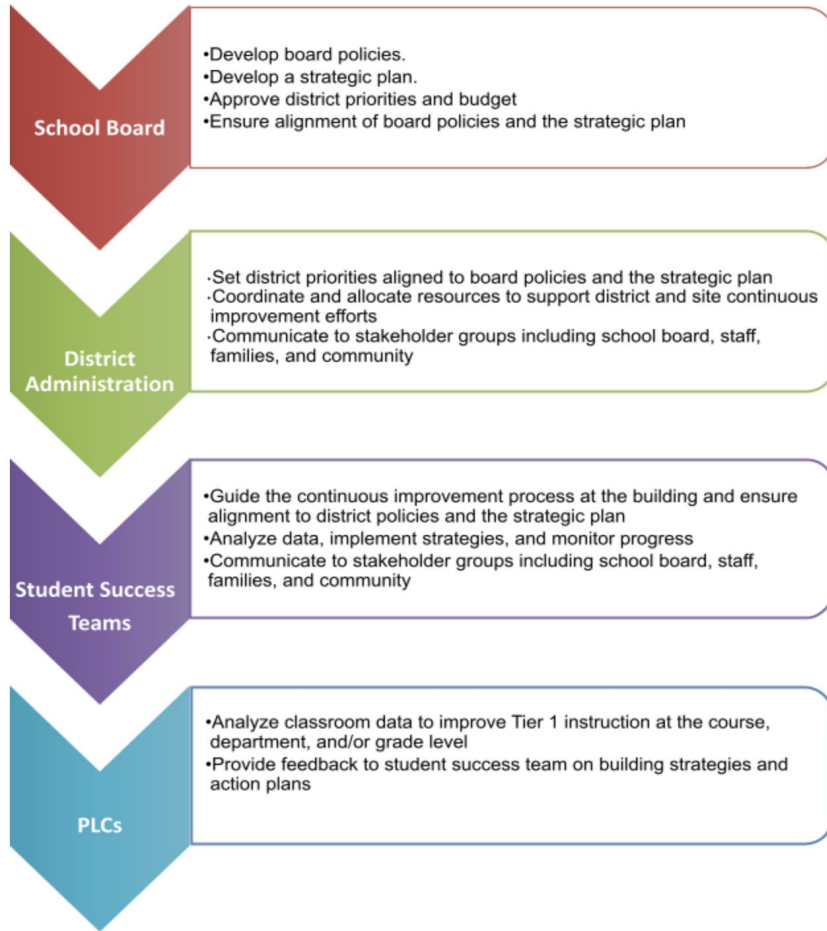
- The number of open enrollment 'In' students will increase annually until that number is 10% greater than the number of students that open enrollment 'Out.'

# Quality Indicators

## Employee Compensation, Support, and Retention

- Total compensation (wages and benefits) packages for each employee group will be consistent with, or better than, regional school district competitors by 2025.
- With each employee group, the School District of Reedsburg will achieve a 92% staff retention rate at 5-year employment anniversary marks.
- 80% of District staff members indicate via survey that they maintain a positive work-life balance and that they are aware there are resources available to support them if they do not.
- Annually, 90% of staff will report via district staff development evaluation that professional development provided by the district helps to improve their work performance.
- 90% of teachers will report via survey data that they are consistently using district-identified high leverage instructional strategies and resources in their classrooms (survey will occur after those practices have been identified).
- Data collected from classroom walkthroughs will demonstrate 90% of teachers are using district-identified high-leverage instructional strategies and resources in their classrooms on a consistent basis (walkthroughs will occur after those practices have been identified).





## Continuous Improvement Flowchart



# District Focus Areas and Tactical Plans

## Rigorous Academic Programs and Career Pathways for All Students

- Complete the Loganville Agricultural Learning Center Feasibility Study and bring a report and recommendation to the Board in April, 2023
- Establish a Business Advisory Council to assist and advise the District in planning for new career pathways and building partnership opportunities
- Implementation and support for *K-8 Math (Bridges and IM)*
- Establish a work team to explore the development of career pathways, build a phased timeline for implementation, required new courses as a part of those pathways, work-based learning opportunities, and a more coordinated use of Xello

## Continuous Improvement of Student Growth & Achievement

- Develop a district data dashboard to track KPOs and District Quality Indicators
- Schedule, communicate, and plan for 60-Day Building SST meetings for 2022-23
- Schedule and plan for Board Strategic Plan updates in October, February, and June
- Develop and implementation plan and follow up support for the SAEBRS screener.
- Develop a work team to explore options for more inclusive practices, co-planning/co-teaching and bring a report, recommendation, and implementation timeline to the Curriculum Committee in April, 2023
- Explore and develop the PK-5 schedule revision plan with principals, staff, and transportation leaders and bring a presentation & recommendation to the Board at its March meeting.

# District Focus Areas and Tactical Plans

## **Innovative Facilities with Modern Learning Environments**

- Develop a long-range facilities master plan for Board adoption no later than the April 2023 Board meeting
- Finalize the development of a 10-Year Capital Projects Plan for Board approval

## **Personnel Excellence: Attracting, Developing & Retaining High Quality Staff**

- Establish an Employee Handbook Committee whose purpose will be to identify revisions or additions to the handbook that will help attract and retain staff.
- Establish an Educator Effectiveness Work Team to revise and streamline the current evaluation system with a plan that recognizes the developmental nature of teacher evaluation and feedback and incorporates Rapid Cycle Feedback.

## **Responsible Fiscal Management: Funding our Priorities and Demonstrating a Return on the Public's Investment in our Schools**

- Expand current Benefits Committee to a broader Insurance Study Team to learn, evaluate and bring recommendations for possible changes or additions to the current benefits plan in time for the 2023-24 Renewal
- Explore the development and implementation of a Fund 46-Long Range Capital Projects Fund
- Develop a debt defeasance plan for Board consideration and implementation beginning with the 2022-23 budget & levy
- Complete a study of the District's current use of paraprofessional staff and bring a recommendation for any modifications to the Finance (and possibly Curriculum) Committee by March, 2023

## **Branding the School District of Reedsburg: Communicating and Marketing that Brand**

- Build a rebranding campaign that incorporates our new strategic plan and refreshes the District logo and other communications and marketing collateral.

# Strategic Plan Dashboard

- Functions as a website
- Tracks strategic plan data for district and public view.
- Updated throughout the year as new data becomes available.
- Will be added as a link to our website.
- Look forward to seeing this dashboard plenty at future board meetings.



## Strategic Plan 2027 Dashboard

Welcome to our dashboard! The purpose of this dashboard is to communicate progress of the goals in our 2027 strategic plan. New data will be added throughout and after each school year as it becomes available.

Click on the sections below to navigate to those areas or use the dropdown menu on the upper right of this page.



### Key Performance Objectives

Standardized testing data including our State Report Card, ACT, Advanced Placement, Forward Exam, & i-Ready Assessments.



### Quality Indicators

Post-graduate planning, student opportunities, attendance, budget and facilities, open enrollment, & employee support and retention.

# PRI Student Success Team



Mrs. Bindl



Ms. Bolton



Mrs. Campbell



Mr. Gassman



Mrs. Neumann



Mrs. Olson



Mr. Peters



Mrs. Shrake



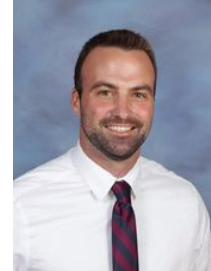
Mrs. Stoltz



Ms. Williams



Mrs. Zenz



Mr. Frey



Mr. Beyer

# Prairie Ridge Student Success Team: Strategies & Action Plans

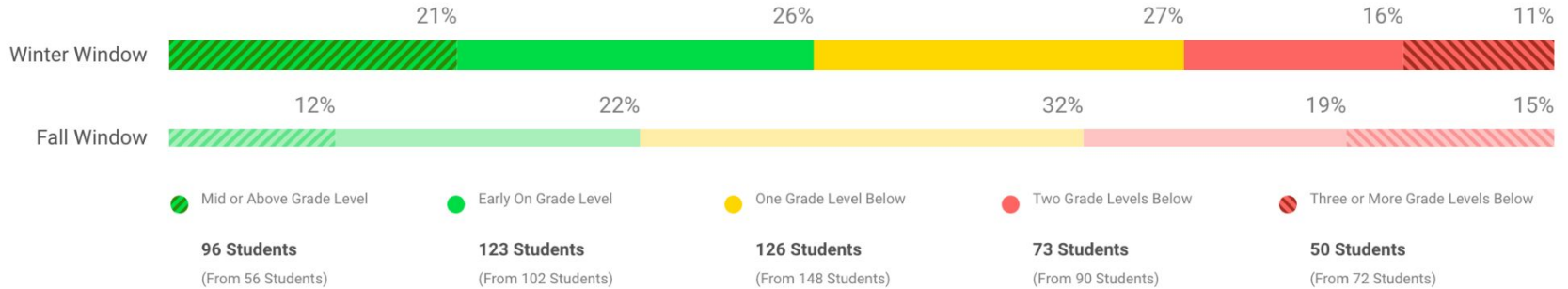
STRATEGIC FOCUS AREA	TARGETED KEY PERFORMANCE OBJECTIVES
<b>Continuous Improvement of Student Growth and Achievement</b>	<ul style="list-style-type: none"><li data-bbox="736 369 1773 598">• The percentage of students in grades 3-8 scoring Proficient and Advanced on the Wisconsin Forward Exam in Reading and Math will continue to increase annually until every grade is performing at or above the median proficiency level of the top 5 performing schools in the Badger Conference.</li><li data-bbox="736 659 1792 834">• The School District of Reedsburg, and all individual schools, will demonstrate an annual increase in the Growth score on the State Report Card until the score reaches the 80th percentile or above.</li></ul>

# Prairie Ridge Student Success Team: Strategies & Action Plans

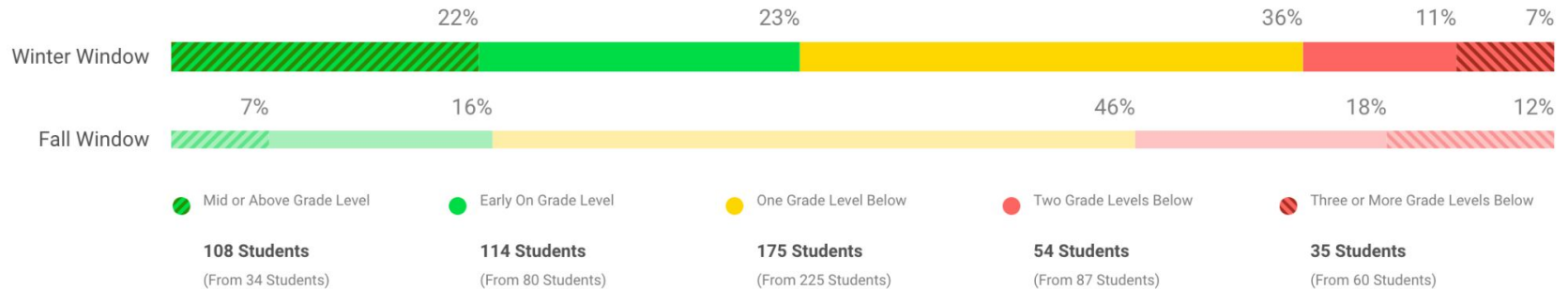
KPO #1	ACTION PLAN
<p>The percentage of students in grades 3-8 scoring <u>Proficient and Advanced</u> on the Wisconsin Forward Exam in Reading and Math will continue to increase annually until every grade is performing at or above the median proficiency level of the top 5 performing schools in the Badger Conference.</p>	<ul style="list-style-type: none"><li>● PLC: continued prioritization of teacher collaboration time (three day rotation), multi-grade level collaborative conversations on Student Success Days</li><li>● ELA: creating and developing common lessons and assessments, guided reading implementation and “look fors” (year two), running record data 3X/year</li><li>● Math: implementing Bridges (year 1), use of walk-through document for implementation accountability</li></ul>

# PRI i-Ready Proficiency Trends

## Reading



## Math





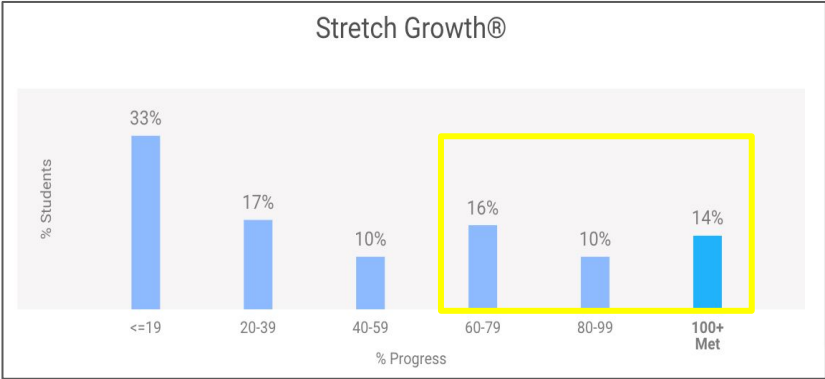
# Prairie Ridge Student Success Team: Strategies & Action Plans

KPO #2	ACTION PLAN
<p>The School District of Reedsburg, and all individual schools, will demonstrate an annual increase in the <u>Growth</u> score on the State Report Card until the score reaches the 80th percentile or above.</p>	<ul style="list-style-type: none"><li>● Revamped RTI (Response to Intervention) period<ul style="list-style-type: none"><li>○ iReady lessons &amp; catch-up work → PIE!</li></ul></li><li>● <u>PIE period</u> (Practice, Intervention, Extension) is a 30-minute achievement period grouped by students' level and skill</li><li>● Allows for:<ul style="list-style-type: none"><li>○ Additional practice on daily lesson (P)</li><li>○ Reteaching prerequisite skill gaps (I)</li><li>○ Extra challenge beyond the lesson (E)</li></ul></li><li>● Continuous process: data → groups → exit data → repeat</li></ul>

# PRI i-Ready Growth Trends

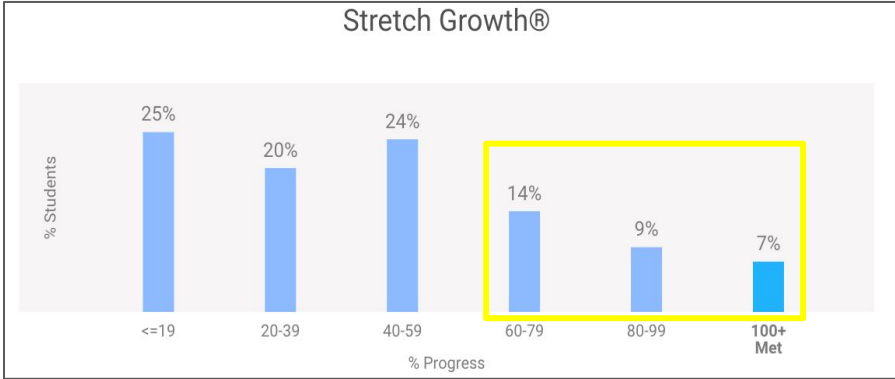
## Reading Stretch Growth

40% on pace to grow 1+ grade levels



## Math Stretch Growth

30% on pace to grow 1+ grade levels





### Celebrations

- ❖ Resilient and dedicated staff who are all-in
- ❖ Math implementation & shared accountability
- ❖ Built-in “Top-10” time for solution and action-based conversations

### Challenges

- ❖ Time
  - PLC
  - Bridges prep
  - PIE prep
  - Grade level prep



### The Next 60 Days

- ❖ Measuring PIE outcomes beyond iReady
- ❖ Use of ELA & Math “heat maps” and prioritizing standards as we approach Forward Exam
- ❖ Shifting from “What?” to “How?” in PLCs (teacher practice)





# Webb Middle School Student Success Team



Tracy Anderson



Sara  
Baker



Lourdes  
Belmares



Brian  
Bestor



Matt  
Delkamp



Sean  
Karsten



Steph  
Kroeger



Cathy  
Mindham



Brandon  
Peyer



Ann  
Rocha



Tina  
Sukup



Alan  
Wunsch

# Webb Middle School SST: Strategies and Action Plans

STRATEGIC FOCUS AREA	TARGETED KEY PERFORMANCE OBJECTIVES
<b>Continuous Improvement of Student Growth and Achievement</b>	<ul style="list-style-type: none"><li>• The percentage of students in grades 3-8 scoring Proficient and Advanced on the Wisconsin Forward Exam in Reading and Math will continue to increase annually until every grade is performing at or above the median proficiency level of the top 5 performing schools in the Badger Conference.</li><li>• Building attendance rates will increase annually so that by 2027, the School District of Reedsburg's attendance rate is among the top 5 in the Badger Conference.</li></ul>

# Webb Middle School SST: Strategies and Action Plans

KPO #1	ACTION PLAN
<p>The percentage of students in grades 3-8 scoring Proficient and Advanced on the Wisconsin Forward Exam in Reading and Math will continue to increase annually until every grade is performing at or above the median proficiency level of the top 5 performing schools in the Badger Conference.</p>	<ul style="list-style-type: none"><li>● Form a Webb MTSS team (SST) to meet and collaborate different strategies to build capacity in the areas of math and reading.</li><li>● Construct a schedule and develop high interest math and reading units of activities in the areas of math and reading.</li><li>● Communicate with the staff the new MTSS plan, changes and expectations of students.</li><li>● Collect data using I-Ready in the Fall, Winter, and Spring to determine best placement for students during MTSS time and track their progress.</li></ul>

# Webb Middle School P.R.I.D.E.

ACHIEVE	SAMPLE EXTENSION	SAMPLE SKILL BUILDING
<p>A three-week rotating program designed to meet the academic needs of all students, both strengths and challenges.</p> <p>Focused on math and reading achievement for all students.</p> <p>Meets on Mondays, Wednesdays, and Fridays.</p>	<ul style="list-style-type: none"><li>● Robotics</li><li>● Engineering</li><li>● Rube Goldberg</li><li>● Open Middle Math</li><li>● 3 Act Math</li><li>● Forensics</li><li>● Drama</li><li>● Debate</li><li>● Creative Writing</li><li>● Book Club</li></ul>	<ul style="list-style-type: none"><li>● Citing Text Evidence in Literature/Informational Text</li><li>● Drawing Inferences to Explain or Describe a Story</li><li>● Analyzing Figurative Language in Literature</li><li>● Determining Authors' Purposes in Multiple Texts</li><li>● Recognizing Bias</li><li>● Fraction Division, Decimal Operations, and Negative Numbers</li><li>● Operations with Rational Numbers</li><li>● Expressions, Equations, and Inequalities</li><li>● Ratios, Unit Rates, and Percent</li><li>● Polygons, Surface Area, and Volume</li></ul>

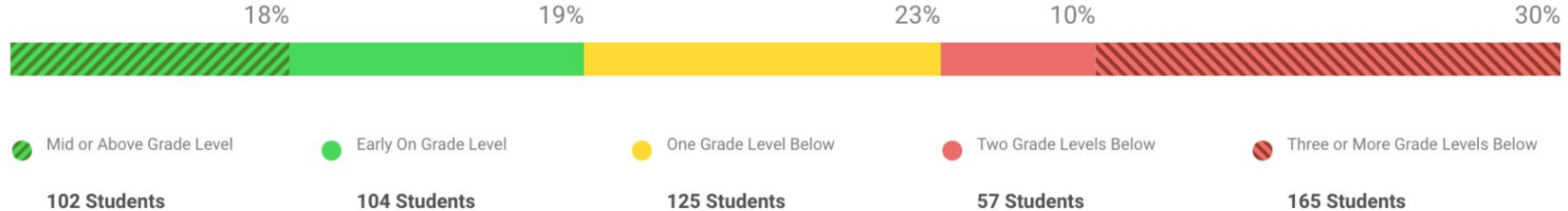


# Webb Middle School P.R.I.D.E.

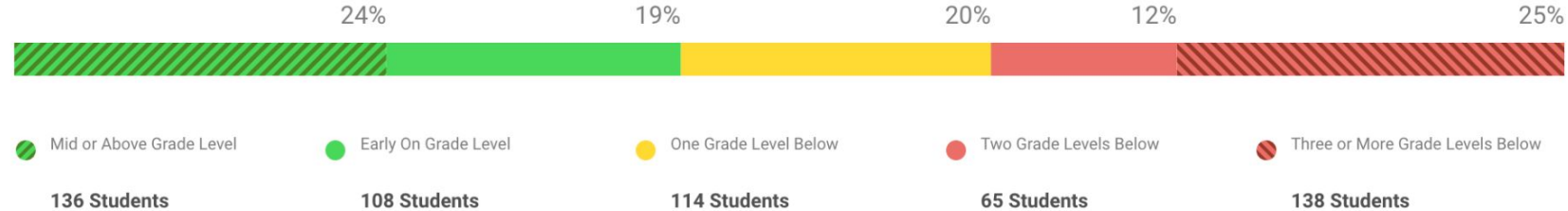
ADVISORY	TUESDAY	THURSDAY
<p>A weekly program complementing the Achieve days. Focused on social, emotional, and behavioral learning.</p> <p>Meets on Tuesdays and Thursdays.</p>	<p>“Word of the Week”</p> <p>Lessons based on the 5 competencies of SEB learning.</p> <ul style="list-style-type: none"><li>• Self-Awareness</li><li>• Self-Management</li><li>• Social Awareness</li><li>• Relationship Skills</li><li>• Decision-Making</li></ul>	<p>Grade Checks &amp; Relationship Building</p> <ul style="list-style-type: none"><li>• Academic Assistance</li><li>• Games</li><li>• Conversation</li></ul>

# Webb Middle School i-Ready Data Trends - Reading

## FALL DIAGNOSTIC

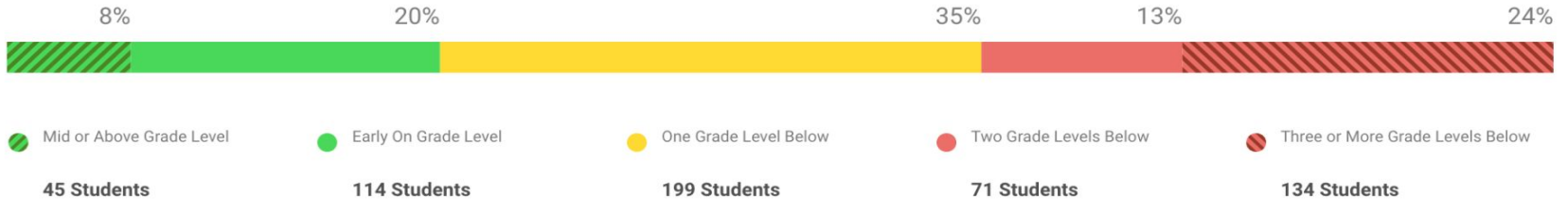


## WINTER DIAGNOSTIC

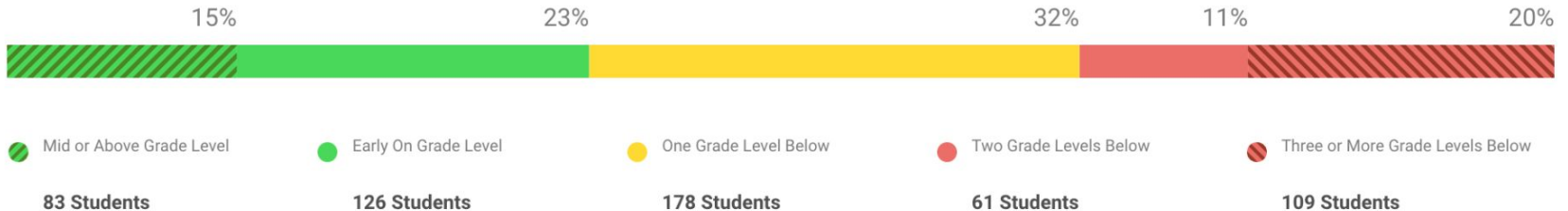


# Webb Middle School i-Ready Data Trends - Math

## FALL DIAGNOSTIC



## WINTER DIAGNOSTIC



# Webb Middle School SST: Strategies and Action Plans

KPO #2	ACTION PLAN
<p>Building attendance rates will increase annually so that by 2027, the School District of Reedsburg's attendance rate is among the top 5 in the Badger Conference.</p>	<ul style="list-style-type: none"><li>● Collect and analyze attendance rate from Badger Conference schools for the last five years and prepare a report for the SST Team</li><li>● Weekly attendance concerns meeting, addressing needs for contacts via phone, letter, truancy violations, etc...</li><li>● Develop an assembly to communicate student/school expectations, including attendance, in our building.</li><li>● Create a document to record reported barriers that affect the attendance rate of our students.</li><li>● Develop a list of strategies to promote excellent attendance.</li></ul>

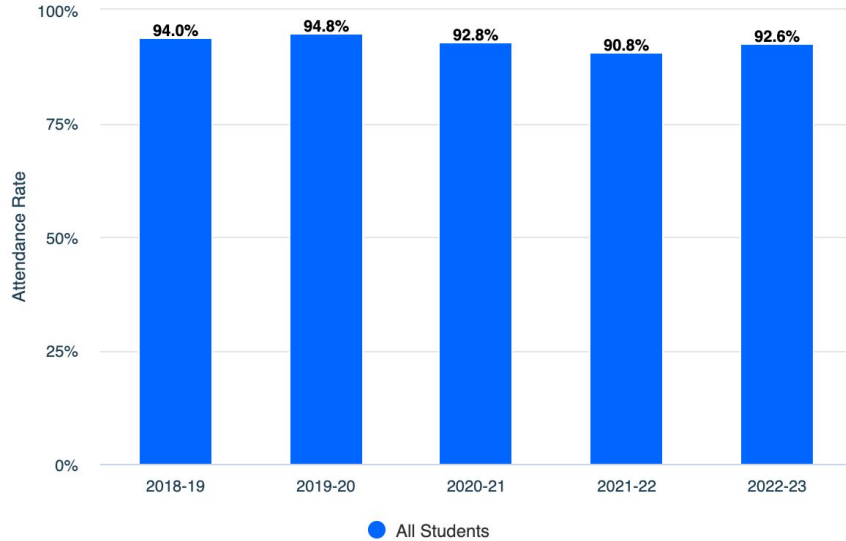
# Webb Middle School Attendance Improvement Plan

TIER 1 - ALL STUDENTS	TIER 2 - SOME STUDENTS	TIER 3 - FEW STUDENTS
<ul style="list-style-type: none"><li>• Establish/Maintain positive and engaging school climate</li><li>• Clarify attendance expectations &amp; goals (impact of attendance)</li><li>• Chronic absence data monitoring</li><li>• Recognize good &amp; improved attendance</li></ul>	<ul style="list-style-type: none"><li>• Personalized early outreach</li><li>• Meet with student/family to develop a plan to address barriers and increase engagement</li><li>• Offer attendance mentor</li></ul>	<ul style="list-style-type: none"><li>• Intensive case management with coordinated school and interagency response</li><li>• Legal intervention (last resort)</li></ul>

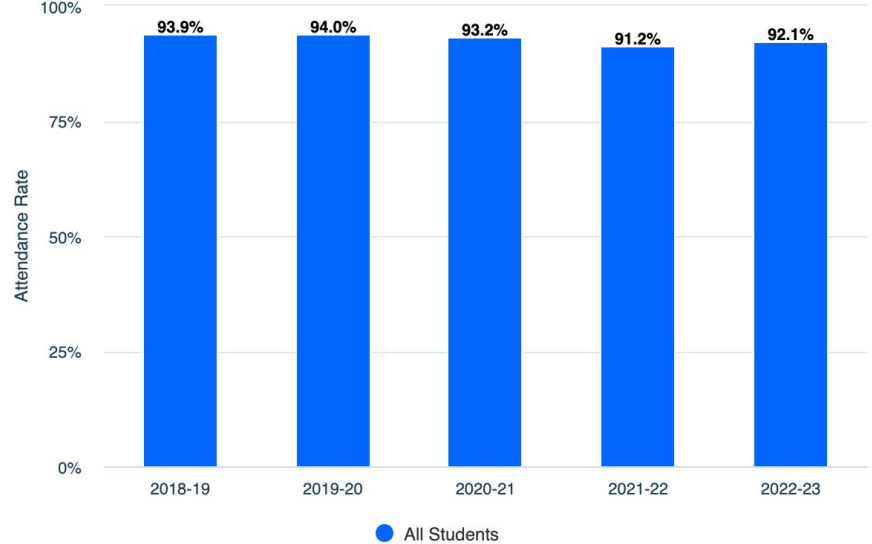
# Webb Middle School Attendance Improvement Plan

## FIRST SEMESTER ATTENDANCE

### WEBB MIDDLE SCHOOL



### WISCONSIN - ALL MIDDLE SCHOOLS



**Net change vs State from last school year: 0.9%!**

**486 DAYS**

