

District Growth Plan 2014-2015 (Version 10 – Approved 10-14-14, Updated 11-25-14)

Introduction: The District Growth Plan is organized around the district priority areas of Build Community, Focus on Growth, Transform Learning, Invest in People, and Plan for the Long Term. The functional areas of the district developed goals, objectives, and milestones aligned to the priorities to communicate what we are working on during the 2014-2015 school year and how we will document that progress is being made. The functional areas of the district include the superintendent’s office, instructional services office, business office, development, and community recreation.

Schools align their plans with the District Growth Plan to provide organizational continuity in our efforts.

Build Community

Superintendent

Objective: Expand capacity and use of Restorative Practices in schools

Measurable Goals: 1) Increase student hope indicators in grades 7-12 by establishing a “Hope” baseline through the Gallup Student Poll. Set improvement metric following survey administration. 2) Reduce the suspension rate of African American students from 7.19% (12-13) to 3.5% (14-15) (Note: The Gallup Student Survey was not administered. We will survey students with selected items from the YRBS)

Month	Milestones and Deliverables	Progress Update
September	- Train at least two staff members in each school as advanced-level circle keepers	-Staff from each school trained on November 3 and 4 (17 total) -Staff using circles in elementary schools for morning meetings
December	- Conduct meetings with trained circle keepers and principals to plan implementation of circles to repair harm and/or as part of discipline process - Convene School Support Team (SST) to determine YRBS items and set goals	
March	- At least two circles conducted in each school - Seven teachers trained in restorative practices and introduction to circle keeping through CESA 7	

June	- At least two circles conducted in each school including student-led circles	
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Instructional Services

Objective: Design and implement programming to increase student wellbeing, mental health and engagement in school.

Measurable Goal: Establish a “Well Being” baseline through the Gallup Student Poll. Set metric following survey administration. (Note: The Gallup Student Survey was not administered. We will survey students with selected items from the YRBS)

Month	Milestones and Deliverables	Progress Update
September	- Communicate goals and expectations to student services team to develop action plan with emphasis on student mental health	- Executed in our September and November meeting - Action plan created by SST using YRBS and other student data. Action plan forwarded under separate cover.
December	- Gallup Student Poll completed - Monitor implementation of student mental health and wellbeing action plan - Convene School Support Team (SST) to determine YRBS items and set goals	- Students, staff, and parents participate in REDgen presentation by Dr. Ginsberg on resiliency - Was cancelled due to unforeseen circumstances, currently exploring a K-12 Insights survey or the Hope Survey -Hosted a Community forum on December 3rd
March	- Educate students and staff regarding wellness topics (suicide) through staff meetings and add it to the website.	
June	- Host a parent education event focused on student mental health and well being	

Recreation

Objective: To assess the educational, recreational and fitness needs of the community.

Measurable Goal: Complete the three-year community needs assessment to evaluate current and future educational, recreational and fitness needs of the community.

Month	Milestones and Deliverables	Progress Update
September	- Contact <i>K12 Insights</i> to begin planning	- Contacted K12 Insights. At this time we have decided not to complete the a needs assessment in the spring due to cost and needs assessments can go up to 5 years without being repeated. The Recreation Department will review in depth the previous needs assessment 3 yrs ago and the FC needs assessment completed this past spring. We will develop an action plan from our review.
December	Develop the survey tool To develop an action plan after reviewing past needs assessments. To explore other communication tools that are available to allow community feedback on a daily basis.	- The Recreation Department is exploring other tools available to provide community feedback on a daily basis.
March	- Implement the survey action plan. To finalize a communication tool for feedback.	
June	Analyze survey data and develop actions based on community input Review community feedback.	

Focus on Growth

Superintendent

Objective: Raise consciousness and understanding about how race, gender, and class impact learning and develop and implement programming that leverages student differences and effective practices to create equitable outcomes for all students.

Measurable Goals: Establish a “Hope” baseline through the Gallup Student Poll. Set metric following survey administration. Establish an “Engagement” baseline through the Gallup Student Poll. Set metric following survey administration. (Note: The Gallup Student Survey was not administered. We will survey students with selected items from the YRBS)

Month	Milestones and Deliverables	Progress Update
September	- Convene Achievement Gap Ad Hoc Committee and develop strategies and action plans	-Committee meets twice monthly. Six strategies being worked on: Student discussions on lessons from Ferguson, community film/book study, parent support group, courses on culturally responsive practices, cultural competency coaching, and PD on culturally responsive practices (Feb 5 and 6)
December	- Student session on Lessons from Ferguson hosted - Film/book study (Community-wide study on how	-Student sessions held several times. Focus has shifted to gun violence with efforts to start an anti-gun violence student club. -Film being selected. Screening and discussion will take place in January, 2015

	<ul style="list-style-type: none"> race impacts teaching and learning) - Convene Convene achievement gap committee to determine YRBS items and set goals 	
March	<ul style="list-style-type: none"> - Professional development days on culturally responsive practices - Course on culturally responsive practices - Building bridges program (African American Parents Support Group) 	
June	<ul style="list-style-type: none"> - Culturally competent coaching 	

Instructional Services

Objective: Increase reading achievement and closing reading achievement gaps.

Measurable Goal: Increase reading achievement of African American students by 50% compared to their white peers.

Month	Milestones and Deliverables	Progress Update
September	<ul style="list-style-type: none"> - Include a focus on reading and reading goals in each school growth plan - Implement new Leveled Literacy books - Conduct MAP assessment - Use grade-level and data teams to monitor progress and identify student needs 	<ul style="list-style-type: none"> - Completed - Reviewed each SGP with each principal
December	<ul style="list-style-type: none"> - Continue reading interventions through the Response to Intervention process 	
March	<ul style="list-style-type: none"> - Continue reading interventions through the Response to Intervention process 	
June	<ul style="list-style-type: none"> - Conduct MAP assessment - Report student growth gains 	

Objective: Implement state requirements and district alignment efforts (RtI, Educator Effectiveness, Standards, Positive Behavior System).

Measurable Goal: Align mathematics and literacy curriculum to Common Core State Standards with each department and grade level using Wednesday Curriculum meetings to upload aligned units to Curriculum Companion.

Month	Milestones and Deliverables	Progress Update
September	<ul style="list-style-type: none"> - Host community forum - Curriculum Wednesday Alignment 	<ul style="list-style-type: none"> - Forum was held on October 1, 2014 - Curriculum alignment work continues. Curriculum alignment includes reviewing the curriculum, practices and resources that we currently use to make sure that they are congruent with the state standards and expectations. If not, we align and make adjustments that are appropriate for Shorewood
December	<ul style="list-style-type: none"> - Curriculum Wednesday - Alignment/unpacking continues 	
March	<ul style="list-style-type: none"> - Curriculum Wednesday - Alignment/unpacking continues - Curriculum companion 50% up to date with aligned curriculum 	
June	<ul style="list-style-type: none"> - Math and literacy curriculum aligned - Curriculum Companion 80% up to date with aligned curriculum 	

Objective: Implement state requirements and district alignment efforts (Rtl, Educator Effectiveness, Standards, Positive Behavior System).

Measurable Goal: Implement and support the Response to Intervention efforts with all schools implementing Tier II and Tier III practices as outlined in the Rtl Guidebook.

Month	Milestones and Deliverables	Progress Update
September	<ul style="list-style-type: none"> - Finalize scorecard - PALS - WKCE - District committee meeting 	<ul style="list-style-type: none"> - Scorecard still in progress. We are exploring measures quarterly reporting such as GPA or percentage of student subgroups receiving Ds and Fs. We are building internally and it is taking more time than anticipated. In the past, our data has been reviewed annually in August and we would like to report quarterly. - PALS & WKCE completed for Fall window - Meetings occur monthly
December	<ul style="list-style-type: none"> - Access administered - District committee meeting – begin Rtl Guidebook revisions 	

March	-ACT administered - District committee meeting – continue Rtl Guidebook revisions	
June	- District-wide staff meeting to review results and set goals for 2015-2016 - Rtl Guidebook 2.0	

Objective: Implement state requirements and district alignment efforts (Rtl, Educator Effectiveness, Standards, Positive Behavior System).

Measurable Goal: Implement Shorewood Positive Behavior System.

Month	Milestones and Deliverables	Progress Update
September	- Establish positive behavior plans in each school - Teach positive behaviors - Provide coaching through CESA 1 - Implement SWISS	- Completed on different levels at each school. The plan from SIS is included under separate cover. - SWISS is the information system where discipline data is recorded. It proves easy reporting for use by school teams.
December	- Conduct school-based meetings - Provide coaching through CESA 1	
March	- Conduct school-based meetings - Provide coaching through CESA 1	
June	- Conduct school-based meetings - Provide coaching through CESA 1 - District-wide staff meeting to review results and set goals for 2015-2016	

Objective: Implement state requirements and district alignment efforts (Rtl, Educator Effectiveness, Standards, Positive Behavior System).

Measurable Goal: Implement Educator Effectiveness.

Month	Milestones and Deliverables	Progress Update
September	<ul style="list-style-type: none"> - Teachers write SLOs and meet with Admin - Admin team conducts calibration visits 	<ul style="list-style-type: none"> - In progress. Teachers are in the process of completing and submitting their SLO and PPG goal. They were asked to upload them by this Friday to Teachscape. - Trainings occurred in November with CESA #1
January	<ul style="list-style-type: none"> - Mid year review with the principal 	
June	<ul style="list-style-type: none"> - End of the year meeting with principal 	

Transform Learning

Superintendent

Objective: Design and develop implementation plans for transformational learning opportunities.

Measurable Goal: Complete planning year activities to explore and then commit to Expeditionary Learning.

Month	Milestones and Deliverables	Progress Update
September	<ul style="list-style-type: none"> - Host Board and community learning session on Expeditionary Learning (EL) - Host information session at Atwater 	<ul style="list-style-type: none"> - Meeting held on September 23, 2014 - Atwater information session held on October 15, 2014
December	<ul style="list-style-type: none"> - Seek Board approval to engage in EL planning year activities - Contract with Expeditionary Learning for planning year at Lake Bluff and Atwater 	<ul style="list-style-type: none"> - Teams from Atwater and Lake Bluff attending the EL national conference - Proposal to Curriculum Committee in development
March	<ul style="list-style-type: none"> - Participate in one planning year site visit to another (EL) school 	
June	<ul style="list-style-type: none"> - Seek Board approval to implement EL 	

Objective: Design and develop implementation plans for transformational learning opportunities.

Measurable Goal: Design a STEAM learning initiative and bring forward for Board approval.

Month	Milestones and Deliverables	Progress Update
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September	- Host visit to Maker Faire Milwaukee - Visit IHEs to explore engineering offerings and build collaboration	- 40 students, parents, and staff went to Maker Faire Milwaukee on September 27, 2014 - Visit to UWM School Engineering took place on October 6, 2014
December	- Determine STEAM learning experiences and design courses (school-based and community collaboration-based)	- STEAM learning experiences at SHS proposed to add four courses: Introduction to Engineering and Design, and add two applied, community-based courses Freshwater Sciences and Manufacturing and Design, along with an independent study in engineering course
March	- Commit to at least four partnerships to support community-based course	
June	- Seek Board approval to implement STEAM learning experiences	

Recreation

Objective: To provide educational programs that would promote the District’s vision with STEAM.

Measurable Goal: Four programs offered that promote the Shorewood School District’s STEAM vision.

Month	Milestones and Deliverables	Progress Update
September	- Receive information about the District’s STEAM vision	- Obtained the STEAM framework October 31, 2014.
December	- Gather recreation department data that identifies programs aligned with the STEAM vision	- Reviewing programs offered by the Recreation Department the past 3 years that relate to the STEAM framework.
March	- Implement classes aligned with the STEAM vision	
June	- Identify programs/services that align with the STEAM vision.	

Invest in People

Superintendent

Objective: Increase employee engagement to improve workplace satisfaction and commitment to improving outcomes for all students.

Measurable Goal: Establish a baseline of employee engagement through a *K-12 Insights* survey. Set improvement metric following survey administration.

Month	Milestones and Deliverables	Progress Update
September	- Conduct employee engagement survey	- Survey completed
December	- Host lunch time meetings with teachers to discuss survey results, strengths and concerns	- Administration analyzing results and drafting observations and proposed action steps - Share observations and proposed action steps with HR Committee and Board - Share observations and proposed action steps with staff to get feedback
March	- Develop action plan to improve employee engagement based on survey data	
June	- Implement action plan	

Plan for the Long-term

Business Services

Objective: Design and implement business system improvements in time and time off reporting, requisition and purchasing, and human resource management.

Measurable Goal 1: Implement Skyward "Time Off" module as the district time off requesting and recording tool (October 31 2014).

Month	Milestones and Deliverables	Progress Update
October	-District employee time off will be entered in Skyward -District organizational charts will be established and entered in Skyward -Time off module will be active in Skyward	- All milestones and deliverables met
November	- Training of employees with regards to time off procedures - Training of supervisors with regards to the approval/rejection of time off requests - Training of business office staff with regards to	- Training of admin at November Admin Council - Training of bus off staff completed

	management of time off recording	
December	-Skyward time off full implementation -Ongoing review and training	- On target for December rollout

Measurable Goal 2: Design and implement a revised Pcard policy and procedural manual (November 15 2014).

Month	Milestones and Deliverables	Progress Update
October	-Review of current policies and procedures	
November	-Distribution and review of new procedures, handbooks and forms to supervisors -Ongoing review of Pcard procedures	- Pcard updated handbook being proofed

Measurable Goal 3: Re-design business services and human resource services.

Month	Milestones and Deliverables	Progress Update
October	-Initial meetings with Springsted -Finalize project scope and process -Establish reasonable outcomes of study	- Initial meeting held on 06 November (rescheduled from the last week of Oct) - Followup with admin council in November
January	-Interviews and observations of business office and superintendent office staffing, key stakeholders and key employees -Data collection -Preliminary reports reviewed with administration -Development of final report to be presented mid February	- List of key office personnel delivered - Initial data being collected through the DBO

Objective 2: Establish a capital maintenance plan based on a comprehensive facilities use study.

Measurable Goal 1: Engagement with an architectural firm to conduct study.

Month	Milestones and Deliverables	Progress Update
		- Architectural study postponed until greater direction can be received from board of education and community

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Measurable Goal 2: Creation of a comprehensive and long-range capital maintenance plan.

Month	Milestones and Deliverables	Progress Update
		- Comprehensive, long-range capital maintenance plan to be incorporated in long-range facilities master plan

Measurable Goal 3: Creation of a comprehensive preventative maintenance schedule for all district facilities.

Month	Milestones and Deliverables	Progress Update
January	Short term PM list developed by buildings and grounds	
February	Short term PM prioritized schedule developed from list by building and grounds	

Objective 3: Use facility space efficiently in support of programming.

Measurable Goal 1: Engagement with an architectural firm to conduct a comprehensive district facilities study.

Month	Milestones and Deliverables	Progress Update
October	- Deliver RFP to selected firms - Develop 2015-16 interim plans for Lake Bluff and Atwater needs through Business Office and Superintendent engagement with schools and departments	- RFP postponed until greater direction can be developed for the district - Superintendent, Business Manager, and Facilities Manager visited Lake Bluff and Atwater to consult with principals on space needs. Business manager met with Director of Recreation to determine space needs and likely options. - Interim plans are in process and will be completed by the end of December.
November	-Conduct proposal review -Schedule interview with short list -Conduct firm interviews	- RFP postponed until greater direction can be developed for the district - Interim plans are in process and will be completed by the end of December.
December	-Recommendation by facilities committee to the board regarding future direction of facilities study	
February		
April	-Review preliminary findings for entire district	

Measurable Goal 2: Engagement with a firm to conduct a district enrollment study.

Month	Milestones and Deliverables	Progress Update
November	-Engage firm to conduct enrollment study	- Engagement in process with Applied Population Labs. Will begin in January. Process will take 6 weeks
February	-Review preliminary findings	

Measurable Goal 3: Create an annual facilities needs assessment process.

Month	Milestones and Deliverables	Progress Update
April	- Created as part of the facilities/enrollment studies	
Annually	- Completed annually as part of budget process	

Measurable Goal 4: Support professional fundraising to increase resources.

Month	Milestones and Deliverables	Progress Update
Ongoing	-Support fundraising efforts through the creation of revenue/expense accounts within the District Special Funds (ongoing)	
Ongoing	-Support fundraising efforts with the creation of support documentation through the business office (ongoing)	
Ongoing	-Assist in the prioritization of projects (ongoing)	

Development

Objective: Implement professional fundraising to increase resources.

Measurable Goal 1: Build Advancement Infrastructure.

Month	Milestones and Deliverables	Progress Update
September	-Acquire Donor Database Software	- Donor Database Software Acquired

	<ul style="list-style-type: none"> -Acquire Prospect Research Tool -Review & Compile Past Giving Data -Get Alumni Data from Outside Vendor -Organize, Facilitate Adv. Cmte. Meetings 	<ul style="list-style-type: none"> - Prospect Research Tool Acquired - D2D Giving/Fund 21 Data Reviewed - Alumni Data Secured from Vendor - Regular Group Meetings Organized
December	<ul style="list-style-type: none"> -Add Historical Data to Donor Database -Get Fully Trained on Donor Software -Build Donor Prospects List -Acquire New Alumni Directory Tool -Populate New Online Alumni Directory -Set New Project Codes for Giving Areas 	<ul style="list-style-type: none"> - Historical Data Compiled, Ready for Upload - Attended Donor Database Software Training - Donor Prospects List Built - Best Option for Alumni Directory Tool Identified - Alumni Data Ready for Upload, Once Tool Acquired - Key Areas Identified for Project Codes
March	<ul style="list-style-type: none"> -Enable New Online Giving Interface -Align Directed Funding to Project Codes -Launch & Announce Alumni Directory -Begin Pulling Donor Database Reports 	
June	<ul style="list-style-type: none"> -Compile End-of-Year Report -Launch New Advancement Website 	

Measurable Goal 2: Plan Advancement Campaign and Establish Fundraising Goals

Month	Milestones and Deliverables	Progress Update
September	<ul style="list-style-type: none"> -Review Data on Budget Priority Surveys -Interview Community About Priorities, Needs -Incorporate Info into Campaign Strategy -Sync and Coordinate Strategy w/ SEED 	<ul style="list-style-type: none"> - Survey Data Reviewed - Interviews Conducted - Campaign Strategy Developed - Regular Coordination w/ SEED
December	<ul style="list-style-type: none"> -Design Advancement Campaign Plan -Establish Key Giving Areas w/ Goals for Each -Align Giving Areas & Outreach Plans w/ SEED -Match Donor Prospects to Giving Areas -Establish Fundraising Goals for Next 5 Years -Begin Sharing Campaign Plan Internally 	<ul style="list-style-type: none"> - Advancement Plan Designed - Key Giving Areas Established, Goals Set - Key Giving Areas Mirrored in SEED Materials, Outreach - Donor Prospects Identified for Each Giving Area - Fundraising Goals for Next 5 Years Set - Campaign Plan Shared
March	<ul style="list-style-type: none"> -Design and Create Collateral for Campaign 	

	<ul style="list-style-type: none"> -Launch Silent Phase of Campaign -Meet w/ 12 Prospective Donors per Month -Submit 2 Grant Proposals per Month 	
June	<ul style="list-style-type: none"> -Raise \$350,000 Jointly w/ SEED by June 30 -Meet w/ 12 Prospective Donors per Month -Submit 2 Grant Proposals per Month -Launch and Publicly Announce New Campaign 	

Measurable Goal 3: Establish Communications and Marketing Strategy to Boost Fundraising & Enrollment

Month	Milestones and Deliverables	Progress Update
September	<ul style="list-style-type: none"> -Coordinate w/ Village on Community Marketing -Bring Aboard New, Talented Coordinator -Begin Work on Core Brand Messaging -Raise Awareness for Key Funding Areas -Meet w/ Leaders of Fundraising Groups -Develop Donor Outreach Plan/D2D Donor Wall 	<ul style="list-style-type: none"> - Plan & Resolution Drafted - Talented Coordinator Hired - Work Begun-10 Key Messages - STEAM – Maker Faire Trip - Set Meetings w/ Groups - Started Donor Outreach
December	<ul style="list-style-type: none"> -Establish Structure for Community Marketing -Complete Outreach for D2D Donor Wall -Finalize Donor Wall Creation/Unveiling Plan -Implement New Philanthropy Spotlight Feature -Implement New SHS Alumni Spotlight Feature -Streamline Core Brand Messaging -Establish/Share Fundraising Groups Calendar 	<ul style="list-style-type: none"> - Resolution Submitted for Approval to Establish Structure - Outreach for D2D Donor Wall Ongoing, in Progress - Donor Wall Designed, Unveiling Plan to Sync w/ Campaign - New Spotlight Implemented: “Giving Makes a Difference” - New Alumni Spotlight Feature Implemented - Core Brand Messages Identified, Streamlined - Fundraising Groups Calendar Compiled
March	<ul style="list-style-type: none"> -Acquire and Implement Photo Sharing Tool -Develop Plan for New Shorewood Video -Boost Shorewood Social Media Followers -Map Core Brand Messaging to Community -Align Strategy w/ Community Marketing Cmte. 	
June	<ul style="list-style-type: none"> -Develop Shorewood Brand Guide -Design New Shorewood Schools Collateral -Boost Shorewood Social Media Followers 	

	<ul style="list-style-type: none">-Explore New Web Content Mgmt. System-Design Tour Experience for Visiting Alumni	
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