Report to Board of Education on District Goals

Date: December 12, 2023

Pillar 1: Student Success – Upon graduation, all students will be prepared to successfully take the next step in their self-defined career pathway as defined by our College and Career Readiness Accountability Report Card

Goal 1: All students will be engaged in a rigorous and relevant curriculum

Status Key

🟩	On Target	We are on track to deliver project
🟨	Watch	We are not on track to deliver project but we have a plan to get back on track
🟥	Deadline	We are not on track and have no plan to get plan back to green
⬛	Finished	Project is complete!

2023-2024

Objective #	Objective	Outcome Measures	Evidence	End Date	Status
1	All schools will successfully engage in a continuous improvement process based upon their School Accountability Report Card	• All schools will utilize the Huron continuous improvement cycle to identify and improve on areas of growth driven from their school report card data • High schools will implement a standardized template with consistent timing of data pulls	• High school presentations completed as of 9/26/23 • School goals present in Frontline goal management software • Presentation to BoE on assessment results and school report cards	June 2024	🟩
2	SASD High Schools will implement the Associates of the Arts course articulation agreement with Lakeland University to offer an Associates of the Arts degree on-site	• Credentialed teachers in all content areas • Internal and external communication plan to staff, students, parents and community	• 1,125 current Cooperative Academic Partnership Program (CAPP) enrollments at North High School and South High School • 35% increase year-over-year (YOY) • Current enrollment value of over $340,000 in a single semester	December 2023	🟩
3	Utilize the Professional Learning Communities (PLC) structure to identify district strengths and weaknesses in relation to specific math standards and advance instructional strategies specific to areas of weakness	• Common assessments will be created for all modules in Algebra • Data will be collected from previously created common assessments • Common Assessments, state standardized tests, and adopted screeners will be cross-referenced to identify specific standards for target • Professional Learning Communities (PLC) will design and reflect on instructional strategies that support growth in the targeted standards	• Advanced Algebra Common Assessments currently created for Semester 1 • Bridges - Forward Alignment and Bridges Screeners have been shared via principal meetings, instructional coaches meetings, building PLCs, and elementary staff meetings • High school Pre-ACT data implemented into classroom instruction	June 2024	🟩
4	Increase multilingual learner students' academic language proficiency utilizing explicit language instruction through content	• Train multilingual learner (ML) staff to develop electronic logging devices (ELD)	• Contracting with CESA 7 to implement English Language development standards framework	June 2024	🟩

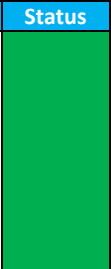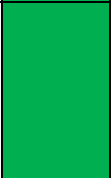|					
		that are in alignment with district curriculum and assessments ● Collaborate with classroom teachers to plan more effectively around the individualized needs of multilingual learners (ML) in general education classrooms ● Expand working collection of electronic logging devices (ELD) to all content areas			
5	Leverage district and building processes to support professional growth in literacy	● Engage in learning about phonological awareness and phonics and how it fits into the elementary literacy block ● Support staff in the refinement of the literacy Instructional framework ● Address disciplinary literacy and reading in the content area standards for 6-12 Social Studies teachers ● Full implementation of Middle School English Language Arts (ELA) instructional resources	● Impactful Literacy Academy professional development is entering the third training on January 9th - Building leadership teams delivered district PD back to their buildings in September and December ● A team of Principals and Instructional Coaches engaged in an Instructional Rounds process in December to observe instructional practices and plan for district collaboration in January ● Middle School English Language Arts (ELA) is implementing curriculum through district team collaboration and with coaching support from outside experts ● Notice and Note strategies for informational text being utilized in English Language Arts (ELA) and Social Studies	June 2024	
6	Analyze a variety of assessment data to provide targeted instruction and support all students' growth in literacy	● Analyze Lexia Core 5 and PowerUp data to support student learning, intervention and enrichment ● Analyze common assessment data to monitor student progress in literacy and Social Studies ● Refine the assessment process for elementary literacy to support instruction and intervention	● Lexia representatives presented strategies for using student data in Core 5 and Powerup to inform instruction to K-8 building Lexia teams ● New Forward test design reviewed and embedded into instruction in grades K-8 Social Studies and English Language Arts (ELA) ● High Schools utilizing pre-ACT results to design common assessments ● Intervention team reviewed Act 20 requirements and planned for revision/development of District Personalized Reading Plans.	June 2024	
7	The Instructional Technology Team will implement the Lego Education STEAM curriculum opportunities into appropriate classroom instruction for the 2023-2024 school year	● Professional Development (PD) opportunities will be provided for staff which will explain the LEGO Education platform and what it offers to teachers and students (TECHknow, staff meetings, virtual opportunities)	● Classroom LEGO Education sets utilized by coaches in individual classrooms at the elementary level on literacy-based activities ● Build and modification kits being utilized at the secondary level	June 2024	

		- Students(4K-12) will have the opportunity to participate in LEGO Education curricular activities throughout the school year which will be open to all disciplines - Students will actively experiment and explore to gain, deepen, and apply new knowledge and skills essential to success in future education and careers - Students will experience the 4Cs (Collaboration, Creativity, Communication, and Critical Thinking) through their interactions with the LEGO lessons - The Instructional Technology Coaches will teach an average of one lesson per week from the LEGO curriculum, at one of their schools, beginning in October			

Report to Board of Education on District Goals

Date: December 12, 2023

Pillar 1: Student Success – Upon graduation, all students will be prepared to successfully take the next step in their self-defined career pathway as defined by our College and Career Readiness Accountability Report Card

Goal 2: Student and Instructional Services will support schools to ensure school and district initiatives are aligned to support and promote student success

Status Key

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🟨	Watch	We are not on track to deliver project but we have a plan to get back on track
🟥	Deadline	We are not on track and have no plan to get plan back to green
⬛	Finished	Project is complete!

2023-2024

Objective #	Objective	Outcome Measures	Evidence	End Date	Status
1	The SASD Student and Instructional Team will work with administration to support parent engagement through enhanced communication strategies	• Communication plan completed • Key information shared in engaging manner	• Met with Wisconsin Policy Form regarding data dashboard possibilities • Data Dashboard nearing completion with a focus on student demographics, teacher demographics, teacher turnover, district finances, student participation, assessment data, and college/career readiness data	June 2024	🟩
2	Improve supervision and support of principals	• Utilize the AWSA/WASDA Supporting Principal Excellence framework to better support SASD principals	• Utilization of Dr. Todd Whitaker's on principal effectiveness and *What Great Principals Do Differently* • Eric, Jim, Kelly attended initial Supporting Principal Excellence Framework training	June 2024	🟩

Pillar 1 – Goal 2

Report to Board of Education on District Goals

Date: December 12, 2023

Pillar 1: Student Success – Upon graduation, all students will be prepared to successfully take the next step in their self-defined career pathway as defined by our College and Career Readiness Accountability Report Card

Goal 3: School Culture/Climate – All students will thrive in schools that promote respect, safety, and a positive learning environment

Status Key

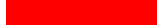|		
	On Target	We are on track to deliver project
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	Deadline	We are not on track and have no plan to get plan back to green
	Finished	Project is complete!

2023-2024

Objective #	Objective	Outcome Measures	Evidence	End Date	Status
1	The SASD will have a standardized attendance/truancy response plan, by level, for Board of Education approval	• Current response plans will be reviewed and enhanced to ensure utilization of best practices • Attendance response plan will be communicated to the Board of Education for approval	• Attendance data and process presented to the Student and Instructional Services (S&I) committee • Partnership with SCHHS to implement System of Care - Sheboygan County Social Worker hired and assigned to work with Farnsworth middle school staff and families	June 2024	
2	Complete Restorative Practices training	• Complete the initial training and implementation for group 3 schools • Finalize training plan for new staff • Finalize refresher training process for current staff	• Training of all 3 cohorts completed • Planning to ensure restorative practices remains sustainable through predictable staff turnover in process	June 2024	
3	Implement new Threat Assessment procedures	• Train key building teams on current best practices • Participate in Wisconsin Department of Justice (DOJ) threat assessment pilot program • Crisis and postvention strategies framework implemented	• Meeting with Sheboygan Police Department (SPD) on 9/13/23 • Training with Wisconsin Department of Justice (DOJ) on 9/28/23	June 2024	
4	The SASD will expand its processes to identify 4K-12th students' mental health strengths and challenges and expand targeted supports to include community resources	• Behavioral Emotional Social Traits (b.e.s.t.) Universal Screener implemented at the 6th grade level • Implementation of Coaching for Success Cohort 1 in partnership with Rogers Behavioral Health • Finalize partnership with The Production Farm to provide support for individual	• Behavioral Emotional Social Traits (b.e.s.t.) screener expanding to 6th grade • 4850 K4-6th students were screened this fall on the b.e.s.t Universal Screener • Partnership with Rogers for coaching for success	June 2024	

		students experiencing behavioral and mental health needs	6 Pupil Service staff are in coaching training with Roger's staff on how to support other staff on student behavior - Partnership with Production Farm for skill building around behavioral issues 2 Student groups have completed the Regulation Skill Group		

Report to Board of Education on District Goals

Date: December 12, 2023
Pillar 2: Exceptional Staff – Provide extraordinary service to meet the needs of our students and community by recruiting and retaining exceptional staff
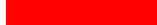**Goal 1:** Improve our retention practices to hold onto our valued staff

Status Key

(green)	On Target	We are on track to deliver project
(yellow)	Watch	We are not on track to deliver project but we have a plan to get back on track
(red)	Deadline	We are not on track and have no plan to get plan back to green
(hatched)	Finished	Project is complete!

2023-2024
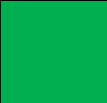
Objective #	Objective	Outcome Measures	Evidence	End Date	Status
1	Promote employee/employer relations for a climate in which optimum staff performance and satisfaction are produced	• Enhanced comprehension of district initiatives and how they positively impact all staff • Increased positive employee feedback across all categories during Stay Interviews, Human Resources site visits, and correspondence	• Continue to interact with employees from every group to better understand their concerns and aspirations • Concluded a paperless open enrollment for benefits, featuring an easy to navigate electronic flipbook guide	June 2024	(green)
2	Promote and support effective personnel practices which contribute to elevated staff capabilities in order to best support student learning and positive district culture	• All employment policy books are updated by the end of the school year	• Embarking upon the review and recording of policy updates tailored to each employee category	June 2024	(green)
3	Ensure that our compensation and benefits packages are comparable or better than other schools in our region	• Based on comparable data, we can confirm that our compensation and benefits packages are comparable or better than other identified districts • An elevated level of recognition and appreciation shown throughout the District, school site, and department level	• Conducted benchmark surveys to collect data on compensation and benefits packages offered by other school districts • Completed negotiations with the Sheboygan Education Association (SEA) • Brought forward stipend plans to the Board of Education for approval • Identified the districts we will compare ourselves to • Engaged in gathering elevated data on certified staff (i.e. experience, education, etc.) to enable a more advanced analysis of our compensation approach	June 2024	(green)
4	Deepen our employee recognition program	• Elevated level of recognition and appreciation shown throughout the District, school site, and department level	• Teacher recognition and leadership highlights are now active on social media and the SASD website • Increased effort to express gratitude by writing thank you cards to staff from Administrators	June 2024	(green)

Pillar 2 – Goal 1

Report to Board of Education on District Goals

Date: December 12, 2023
Pillar 2: Exceptional Staff – Provide extraordinary service to meet the needs of our students and community by recruiting and retaining exceptional staff
Goal 2: Refine our recruitment process to ensure the District attracts quality staff and fills all vacancies

Status Key

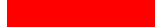|		
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▓	Finished	Project is complete!

2023-2024

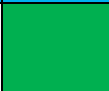| Objective #	Objective	Outcome Measures	Evidence	End Date	Status
1	Enhance the District's onboarding/orientation process to create a positive first impression of the district, school sites, and create a sense of belonging	• New staff surveyed respond positively regarding the efficiency of the onboarding process such as the time it takes to complete paperwork, access to resources, and ease of navigating onboarding materials • 90% of new staff surveyed indicate they have a positive first impression of the District, onboarding, and orientation • Successful implementation of the Frontline paperless onboarding module	• 30-day check-in conversations and surveys have been established with new hires (Inquire as to the perception of the interview process, onboarding, and induction) • Surveyed staff and collected feedback on the revised and refreshed mentorship program • Began data and system analysis of Frontline and Skyward	June 2024	🟩
2	Promote our district as one of choice, opportunity, and diversity to our community and state to recruit qualified candidates for all open positions	• Create SASD brand recognition in our community and beyond (our logo, etc.) • A higher level of recognition and awareness of the SASD on a state-wide level	• Participating in college career fairs to showcase our district • Continue to collaborate with our communications team to promote and emphasize what makes our district unique (we are opportunity, we are choice, etc.)	June 2024	🟩
3	Revise the interview process to create a higher-level, streamlined experience for candidates	• Applicants and candidates encounter a smooth and enjoyable interview process	• Preparing for an open hire/interview event scheduled for January	June 2024	🟩

Report to Board of Education on District Goals

Date: December 12, 2023

Pillar 3: Families and Community – Foster family and community relationships in order to collaboratively work together to provide support and resources to meet identified needs

Goal 1: Provide clear communication between parents and schools regarding educational progress

Status Key

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🟥	Deadline	We are not on track and have no plan to get plan back to green
▓	Finished	Project is complete!

2023-2024

Objective #	Objective	Outcome Measures	Evidence	End Date	Status
1	Refine practices to ensure clear and consistent communication between parents and schools	• Survey data yields increased parental satisfaction with communication between home and school	• *Great Start Conferences* were piloted at three elementary schools in September	June 2024	🟩
2	Expand methods and opportunities for two-way communication between stakeholders	• Research and select communication tools to enhance 2-way communication	• Research of potential tools has begun • A representative staff committee has been established to explore and recommend various tool options	June 2024	🟩

Report to Board of Education on District Goals

Status Key

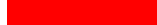|	
■ On Target	We are on track to deliver project
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■ Deadline	We are not on track and have no plan to get plan back to green
▨ Finished	Project is complete!

2023-2024

Objective #	Objective	Outcome Measures	Evidence	End Date	Status
1	Create and distribute educational, personnel, and financial website dashboards and informational fact sheets	• Website dashboards and information factsheets created and timelines for updates determined • District website contains educational, personnel, and financial dashboards • Fact sheets are made available to and/or distributed to community members	• Meetings were held with three entities that specialize in data dashboards and communication strategies • Data sets for educational, personnel, and financial dashboards identified • A dashboard is in the development phase	June 2024	■
2	Develop and implement a communication strategy plan to enhance the messaging of key information and data with stakeholder groups (i.e. internal, parents, business/community leaders, and district residents without school-aged children)	• Communication strategy plan reviewed and revised	• Plans regarding news releases for media outlets reviewed and revised • Multiple releases sent to local media outlets • Planning has begun for the distribution of district data and informational stories to all postal addresses with district boundaries • Work continues on the creation of a community information/news letter with an estimated distribution date in early 2024	June 2024	■

Report to Board of Education on District Goals

Date: December 12, 2023

Pillar 4: Finance and Resource Systems – District finance and resources systems are aligned to maximize student learning and staff productivity

Goal 1: Identify and prioritize capital needs of the District
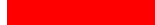
Status Key

On Target	We are on track to deliver project
Watch	We are not on track to deliver project but we have a plan to get back on track
Deadline	We are not on track and have no plan to get plan back to green
Finished	Project is complete!

2023-2024

Objective #	Objective	Outcome Measures	Evidence	End Date	Status
1	Develop, publish and disseminate an updated 10-year Long Term Capital Projects Plan	• Prioritize capital needs and update the 10-year Long Term Capital Projects Plan • Present to the Board of Education the updated 10-year plan • Communicate out the plan to staff, parents and the community		June 2024	
2	Formulate, communicate, and implement the action plan to prepare for a potential 2024 referendum to build new Farnsworth and Urban Middle Schools	• Build site due diligence • Define scope of project • Develop financial analysis • Parent and staff listening sessions • Community engagement sessions • Community survey	• Phase I environmental study completed on potential new Urban Middle School site • Soil testing and analysis completed on potential new Urban Middle School site • Wetland delineation report completed on potential new Urban Middle School site • Initial financial analysis completed	June 2024	
3	Complete Athletic and Physical Education facility upgrades	• Complete scorers/announcers booth at Hummitzsch Field baseball diamond • Install PA system at Hummitzsch Field baseball diamond • Complete scorers/announcers booth at Horace Mann Middle School soccer field • Complete repairs of South High School pool wall	• South High School pool wall repair completed 7/28/23 • Hummitzsch Field and Horace Mann soccer complex scorer/announcer booths completed with the exception of window installation • Hummitzsch Field PA system ordered, delivered, and ready for early Spring installation	June 2024	

Report to Board of Education on District Goals

Date: December 12, 2023

Pillar 4: Finance and Resource Systems – District finance and resources systems are aligned to maximize student learning and staff productivity

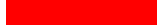**Goal 2:** Enhance security and infrastructure for data storage and the fiber optic network

Status Key

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🟨	Watch	We are not on track to deliver project but we have a plan to get back on track
🟥	Deadline	We are not on track and have no plan to get plan back to green
▨	Finished	Project is complete!

2023-2024

Objective #	Objective	Outcome Measures	Evidence	End Date	Status
1	Establish a secondary data center	• Completion of secondary fiber connection from Administrative Services Building (ASB) to the main fiber ring • Needed hardware for data center located at Administrative Services Building (ASB) purchased and installed • Setup and manage off site data server and storage systems to provide redundant access to critical IT services	• Secondary fiber connection completed 8/18/23	June 2024	🟩
2	Update the District's Cyber Security Plan and implement the Plan's proactive strategies	• Form Cyber Security Team • Create cyber-attack response plan • Research and implement multi factor access (MFA) systems • Implement employee security awareness and training on identifying phishing emails and other cyber based risks	• Cyber Security Team in place and is meeting bi-weekly • Initial response plan completed and being updated as needed • Multi factor Skyward access (MFA) system for Instructional Technology (IT) staff implemented as of 8/25/23 • Initial security awareness assessment completed 8/11/23 • Google two-factor authentication (2FA) for Instructional Technology (IT) staff implemented 9/29/23 • Multi factor Skyward access (MFA) system for Business Services and Human Resources (HR) staff implemented 10/20/23 • Google two-factor (2FA) for administrative and secretary staff implemented 11/20/23	June 2024	🟩

Report to Board of Education on District Goals

Date: December 12, 2023
Pillar 4: Finance and Resource Systems – District finance and resources systems are aligned to maximize student learning and staff productivity
Goal 3: Build supports for schools, students and parents around transportation challenges

Status Key

🟩	On Target	We are on track to deliver project
🟨	Watch	We are not on track to deliver project but we have a plan to get back on track
🟥	Deadline	We are not on track and have no plan to get plan back to green
▨	Finished	Project is complete!

2023-2024

Objective #	Objective	Outcome Measures	Evidence	End Date	Status
1	Develop actions to help attract and retain bus drivers	• Assist in Prigge driver recruitment through the District's social media platforms • Develop program to encourage and train SASD coaches to obtain commercial driver's license (CDL)		June 2024	🟩
2	Support schools in minimizing the impact of transportation disruptions	• Implement parent app that includes GPS tracking of buses	• GPS units installed on buses • Stop Finder app implemented for Jackson and James Madison Elementary parents	June 2024	🟩
3	Update policies and procedure guidelines for employees transporting students with district owned vehicles	• Review all state statutes for compliance • Update policies to align with state statutes and best practices • Update procedure guidelines to align with state statutes and best practices	• District transportation agreement created and sent out to all employees that drive district owned vehicles	June 2024	🟩