

## Horizon Elementary Balanced Scorecard 2016-17



Teaching, Learning & Equity	Workforce Focus	Community Engagement	Facilities & Operations
<p><b>5 Year Goal:</b> All students surpass their annual academic growth targets and graduate ready for success.</p>	<p><b>5 Year Goal:</b> Proactively recruit, retain and engage talent that reflects and is responsive to our diverse community.</p>	<p><b>5 Year Goal:</b> Excel in how we serve all stakeholders and build relationships with families, community members, and businesses that promote positive outcomes for students.</p>	<p><b>5 Year Goals:</b> Use district resources effectively and efficiently.</p> <p>Facilities and services meet the needs of our diverse and growing student population and community.</p>

### School Annual Goals

[District Annual Action Plan](#)

<p><b>Literacy Goal:</b> By the end of the 2016-2017 school year, 80% of 1st-4th grade students (FAY) will reach proficiency and/or make 1.5 years growth based off of the Fountas &amp; Pinnell Benchmark Assessment. (Baseline: In fall, 246 students of 396 scored proficient. We want 80% of our students to make their growth goal and/or reach proficiency by the spring.)</p> <p>By June 1, 2017, 90% of all kindergarten students (FAY) will score proficient or above in each of the following categories on the PALS assessment: Letters and Sounds, Concept of Word, and Spelling. (Baseline: In fall 2016, 85% (80/94) of kindergarten students scored proficient on subcategories of PALS)</p>	<p><b>Employee Engagement Goal:</b> The overall mean on the Employee Engagement Survey will increase 2% by the end of the 2016-2017 school year from 4.05 (spring 2016) to 4.13 (spring 2017).</p>	<p><b>Student Engagement:</b> The overall mean on the Student Engagement Survey will increase 2% by the end of the 2016-2017 school year from 4.09 to 4.17.</p> <p><b>Parent Engagement:</b> The overall mean on the Parent Satisfaction Survey will increase 2% by the end of the 2016-2017 school year from 4.17 to 4.25.</p>	
<p><b>Numeracy Goal:</b> In the 2016-2017 school year, 56% of Horizon students in grades 1-4 (FAY) will achieve typical growth (50 SGP or greater) from fall to spring as measured by the Math STAR assessment.</p>			

<p>(Baseline: In the 2015-2016 school year, 52% of Horizon students grades 1-4 achieved typical growth (50 SGP or greater) on the Math STAR assessment)</p>			
<p><b>Equity Goal:</b>          In the 2016-2017 school year, 50% of black students in grades 1-4 (FAY) will make typical growth (50 SGP or greater) on STAR reading from fall to spring. (Baseline: On the fall 2016 STAR reading, 40% of black students were at benchmark or higher based on the fall STAR assessment.)</p>			
<p>Director Approval: Rick Mueller and Curt Mould</p> <p>Approval Date: August 22, 2016</p>			

## Progress Monitoring Report

Progress Monitoring Report for each department will be collected, recorded, and reported in this document at mid and end of year.

Spotlight: Green = On track to meet goal; Yellow = In danger of not meeting goal; Red = Not likely to meet goal

Teaching, Learning & Equity	Workforce Focus	Community Engagement	Facilities & Operations Goals
<p><u>What specific data will be provided to demonstrate growth in this goal?</u></p> <p><b>Literacy:</b> K = PALS 1-4 = F&amp;P</p> <p><b>Numeracy:</b> STAR</p> <p><b>Equity:</b> 1-4 = F&amp;P</p>	<p><u>What specific data will be provided to demonstrate growth in this goal?</u></p> <p><b>Studer Employee Engagement Spring Survey:</b> Composite Score</p> <p>We will do a mid-year informal survey with employees.</p>	<p><u>What specific data will be provided to demonstrate growth in this goal?</u></p> <p><b>Studer Student Engagement Spring Survey:</b> Composite Score</p> <p>We will do a mid-year informal survey with students.</p> <p><b>Studer Parent Engagement Spring Survey:</b> Composite Score</p> <p>We will do a mid-year informal survey with parents.</p>	<p><u>What specific data will be provided to demonstrate growth in this goal?</u></p>
<p><u>Quarter 1 Data Summit Report</u> <a href="#">Horizon Progress Monitoring Results</a> <b>Fall F&amp;P Grades 1-4</b> In Grades 1-4, 246/396 (or 62%) were proficient on F&amp;P in the fall. <a href="#">Grade Level Reflections</a></p>	<p><u>Quarter 1 Data Summit Report</u> <i>October 2016 EE Mean: 4.26</i></p> <p><i>We will do a mid-year informal survey with employees in January.</i></p>	<p><u>Quarter 1 Data Summit Report</u> <i>Teachers and administrators have begun communications with parents using emails, phone calls, class newsletters, and social media.</i></p>	<p><u>Quarter 1 Data Summit Report</u> N/A</p>
<p><u>Mid-Year Data Summit Report</u> <a href="#">Horizon Progress Monitoring Results</a></p> <p><b>Winter Literacy Data for Grades 1-4</b> In Grades 1-4, 249/399 (or 62%) proficient on F&amp;P in the winter. <i>This statistic does not include the students who are making their growth goal by the end of the year.</i></p> <p><b>Winter Literacy Data for Kindergarten:</b> 79/91 or 87% scored proficient in Spelling.</p>	<p><u>Mid-Year Data Summit Report</u> Teachers reviewed and discussed October results on 1/16/17. Staff reviewed results on 1/19/17.</p>	<p><u>Mid-Year Data Summit Report</u> Mid-year student survey (given 1/9 - 1/20) results:</p> <p>Mid-year parent check-in (given 1/19/17) results: 70% said they receive regular feedback from staff on how their child is doing. (15% were neutral) 71% said they receive positive notes, phone calls, or emails about my child from the school. (14% were neutral) 74% said school rules/discipline plans are</p>	<p><u>Mid-Year Data Summit Report</u> N/A</p>

<p>74/91 or 81% scored proficient in Letters &amp; Sounds. 73/91 or 80% scored proficient in COW.</p> <p><b>Numeracy Data:</b> 53% of students achieved typical growth (an SGP of 50 or greater) from fall to winter on the Math STAR assessment.</p> <p>84% of students are at or above benchmark on the winter Math STAR.</p> <p><b>Equity Data:</b> 39% of our black students made typical growth (50 SGP or greater) on STAR reading from fall to winter. 50% of our black students were at benchmark or higher on the winter STAR reading assessment.</p>		<p>enforced consistently at this school. (24% were neutral) 96% said my family is treated with respect at Horizon. (3% were neutral) 91% said the teachers, staff, and administration demonstrate a genuine concern for my child. (8% were neutral) ** Many times parents included in the comment section that they marked something neutral because they weren't sure or they felt it wasn't relevant to them.</p>	
<p><b><u>Quarter 3 Data Summit Report</u></b> Teachers reviewed student data on 3/30/17.</p>	<p><b><u>Quarter 3 Data Summit Report</u></b></p> <p><b><u>Employee Engagement Work:</u></b> Horizon staff all have the opportunity to provide feedback with how things are going. Each data summit includes a question about what is working and where can we improve.</p>	<p><b><u>Quarter 3 Data Summit Report</u></b></p> <p><b><u>Student Engagement Work:</u></b> Ms. Kelly met with every student at a Red-Tailed Hawk Luncheon once / year. We share this with families before the luncheon and we follow up with an email and photo. Teachers survey the students about how things are going. We now have a PBIS Student Group. They help us make informed decisions for our students.</p> <p><b><u>Parent Engagement Work:</u></b> We continued communicating weekly with parents. Our teachers made video snippets of what is happening in their classrooms. We work with our SCO and they send the video messages home via our blackboard emails.</p>	<p><b><u>Quarter 3 Data Summit Report</u></b> N/A</p>
<p><b><u>End of Year Data Summary Report</u></b></p> <p><b><u>Literacy Data:</u></b> In spring of 2016-2017 school year, 84% (326/389) of 1st-4th grade students (FAY) reached proficiency and/or made 1.5 years</p>	<p><b><u>End of Year Data Summary Report</u></b></p> <p><b><u>Employee Engagement Goal:</u></b> The overall mean on the Employee Engagement Survey will increase 2% by</p>	<p><b><u>End of Year Data Summary Report</u></b></p> <p><b><u>Student Engagement Survey Goal:</u></b> The overall mean on the Student Engagement Survey will increase 2% by the end of the 2016-2017 school year from 4.09 to 4.17.</p>	<p><b><u>End of Year Data Summary Report</u></b> N/A</p>

<p>growth based off of the Fountas &amp; Pinnell Benchmark Assessment. <b>Goal Met</b></p> <p><b>Spring Literacy Data for Kindergarten:</b>        85/89 or 96% scored proficient in Spelling.        82/89 or 92% scored proficient in Letters &amp; Sounds.        64/89 or 72% scored proficient in COW.        An average of 87% on these 3 subcategories in the spring. <b>Goal Met.</b></p> <p><b>Numeracy Data:</b>        59% (222/376) of our students achieved typical growth (an SGP of 50 or greater) from fall to winter on the Math STAR assessment. <b>Goal Met</b></p> <p>84% of students are at or above benchmark on the spring Math STAR.</p> <p><b>Equity Data:</b>        Goal: 44% of our black students made typical growth (50 SGP or greater) on STAR reading from fall to spring.</p> <p><b>Other data points:</b>        50% of our black students are at benchmark or higher.</p> <p>58% of our black students either made growth or were at benchmark.</p> <p>83% of our students met their growth or were proficient on either the F&amp;P or the STAR reading assessment.</p>	<p>the end of the 2016-2017 school year from 4.05 (spring 2016) to 4.13 (spring 2017).</p> <p><b>We met the goal in October 2016.</b>  <b>Result: 4.26</b></p> <p><b>May 2016 Result: 4.02</b></p>	<p><b>Student Engagement Survey Results: 4.24</b></p> <p><b>Parent Engagement Survey Goal:</b>        The overall mean on the Parent Satisfaction Survey will increase 2% by the end of the 2016-2017 school year from 4.17 to 4.25.</p> <p><b>Parent Engagement Survey Results: 4.18</b>        We increased by .01 but we did not reach our goal.</p>	
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## Strategic Actions

**Proposed Strategic Actions:**

- Will be listed for each goal at the the beginning of the year,
- May be revised as a result of what is learned through progress monitoring, and
- Will be approved by the Assistant Superintendent.

Stoplight: Green = Completed; Yellow = In Progress; Red = Not Started

Teaching & Learning School Annual Goals <i>All students surpass their annual academic growth targets and graduate ready for success</i>						
Goal	Leadership Actions	Process Owner(s)	Timeline	Measures	Stop Light	EOY Stop Light
Literacy/Equity	1. Readers Workshop taught to fidelity.	All Classroom Teachers, Admin	Ongoing throughout 2016-2017 school year	Teachers will assess students for all units (summative grade) and jots (formative grade). Non-Negotiables & Fidelity Checks for Reading Workshop/Balanced Literacy Components  Mini and Formal Observations		
	2. Utilize PLC time to focus on <b>small group</b> and individualized conferring.	All Classroom Teachers	Ongoing throughout 2016-2017 school year	Fidelity Checks  We had two PD Thursdays that focused specifically on conferring.		
	3. The Instructional Coach works with grade level teams to build capacity around conferring.	Instructional Coach and Classroom Teachers	Ongoing throughout 2016-2017 school year	Documentation of coaching by the Instructional Coach.  PLC Notes  Non-Negotiables & Fidelity Checks for Reading Workshop/Balanced Literacy Components		

	4. Student self-evaluation and goal-setting for reading strategies. -Try it in one domain - reading OR writing	Instructional Coach and Classroom Teachers	Ongoing throughout 2016-2017 school year	Feedback from the teachers Walk-through observation		
	5. Reading Interventions given to students who qualify according to the MTSS data rules.	Interventionists and LLT	By first data summit	Data Collection Tool for students who are below proficient on F&P to track progress.		
Numeracy	1. Ensure teachers are utilizing the tools given by EMwisconsin.org from our math PD.	All Classroom Teachers	Ongoing throughout 2016-2017 school year	We will use a combination of EMwisconsin.com Formative and Summative assessments to track growth (exit slips, pretests, tests, etc.).  EM assessment and individual Profile of Progress Checklist from Mary Freytag.		
	2. Work time for teachers to co-plan and implement EM strategies teachers learn from PD with Instructional Coach.	Instructional Coach  All Classroom Teachers	Ongoing throughout 2016-2017 school year  PD Dates 1/26/17 & 2/16/17	PLC Notes		
Equity	All strategies used in our literacy goal plus the strategies below.  1. Use Universal Design for Learning practices. We will create and maintain a more engaging and inclusive learning environment. <ul style="list-style-type: none"> <li>• Training in responsive classroom practices</li> <li>• Mindfulness training</li> <li>• PBIS data committee and Tier 2/Tier 3 supports</li> </ul>	Horizon Faculty Admin	Ongoing throughout 2016-2017 school year	Observations Conversations at staff meetings and PLC meetings		

	2. Offering more voice and choice for students in creating the learning environment.	Classroom Teachers	Ongoing throughout 2016-2017 school year	Two Student Survey Questions: "I set learning goals and track my progress." and "My teachers ask me how I learn best."		
	3. Reading Interventions	Interventionists and LLT	Ongoing throughout 2016-2017 school year	Data Collection Tool for African American students who are below proficient on F&P to track progress.		

**Workforce Focus School Annual Goal: Increase the mean on the Employee Engagement Survey from 4.05 to 4.13.**

**Proactively recruit, retain and engage talent that reflects and is responsive to our diverse community.**

<b>Goal</b>	<b>Leadership Actions</b>	<b>Process Owner(s)</b>	<b>Timeline</b>	<b>Measures</b>	<b>Stop Light</b>	<b>EOY Stop Light</b>
<b>Employee Engagement:</b> The overall mean on the Employee Engagement survey will increase 2% by the end of the 2016-2017 school year from 4.05 (spring 2016) to 4.13 (spring 2017).	Conduct a "roll out" discussion with the faculty prior to taking the survey.	Admin	Ongoing throughout the 2016-2017 school year	Studer Spring Employee Engagement Survey  Fall 2016 Survey Completed. Composite Score: 4.26  Spring 2017 Survey Completed. Composite Score: 4.02		



**Community Engagement School Annual Goal:** Increase the mean on the Student Engagement Survey from 4.09 to 4.17.

Increase the mean on the Parent Satisfaction Survey from 4.17 to 4.25.

Goal	Leadership Actions	Process Owner(s)	Timeline	Measures	Stop Light	EOY Stop Light
<p><b>Student Engagement:</b> The overall mean on the Student Engagement Survey will increase 2% by the end of the 2016-2017 school year from 4.09 to 4.17.</p>	<p>Conduct a “roll out” discussion with the classes that will complete the survey.</p>	<p>Teachers who will give the survey  Admin</p>	<p>Ongoing throughout the 2016-2017 school year</p>	<p>Studer Spring Student Engagement Survey  Winter student survey completed and results will be analyzed by BLC/PBIS and Staff to determine next steps  <b>Spring survey results: 4.24</b></p>		
<p><b>Parent Engagement:</b> The overall mean on the Parent Satisfaction Survey will increase 2% by the end of the 2016-2017 school year from 4.17 to 4.25.</p>	<p>1. Teachers communicate specifically to parents the system of giving regular feedback to parents.  -Create a template for teachers to use that uses specific language from question #3 on the parent survey.</p>	<p>Teachers  Admin</p>	<p>Ongoing throughout the 2016-2017 school year</p>	<p>Studer Spring Parent Engagement Survey  Focus on question #3  <b>Spring survey results: 4.18</b>  We increased by .01 but we did not reach our goal of 4.25.</p>		
	<p>2. Provide designated time for teachers to make positive phone calls/emails maybe in place of a staff meeting.</p>	<p>Teachers  Admin</p>	<p>Ongoing throughout the 2016-2017 school year</p>	<p>Studer Spring Parent Survey  Focus on question #13  This is scheduled for April 26</p>		

**Facilities & Operations Annual Goal:**

**Use district resources effectively and efficiently. Facilities and services meet the needs of our diverse and growing student population and community.**

<b>Goal</b>	<b>Leadership Actions</b>	<b>Process Owner(s)</b>	<b>Timeline</b>	<b>Measures</b>	<b>Stop Light</b>	<b>EOY Stop Light</b>
N/A						