

# Elementary Director of Teaching, Learning and Equity Balanced Scorecard 2016-17



| Teaching, Learning & Equity  | Workforce Focus  | Community Engagement  | Facilities & Operations  |
|--|--|---|--|
| <p><b>5 Year Goal:</b><br/>All students surpass their annual academic growth targets and graduate ready for success.</p>   | <p><b>5 Year Goal:</b><br/>Proactively recruit, retain and engage talent that reflects and is responsive to our diverse community.</p>   | <p><b>5 Year Goal:</b><br/>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><br/>Use district resources effectively and efficiently.<br/><br/>Facilities and services meet the needs of our diverse and growing student population and community.</p>   |
| <p>Increase the percentage of 3rd grade students scoring proficient or advanced on the state standardized literacy assessment from 38.7% to 63%.</p> <p>Increase the number of 8<sup>th</sup> grade students successfully completing Algebra from 19% to 21%.</p> <p>Increase the percentage of 10<sup>th</sup> grade students meeting all five ACT Aspire readiness standards from 33% to 39%.</p> <p>Increase the percentage of high school students earning one or more:</p> <ul style="list-style-type: none"> <li>● Post-secondary credits</li> <li>● Nationally recognized certifications</li> <li>● AP courses</li> </ul> <p>Build staff capacity to create and maintain a learning environment to increase student achievement for African American students in literacy, numeracy, access to higher level courses and engagement.</p> <p>Increase district mean on the Student Engagement Survey from 3.84% to 3.94%.</p> | <p>Maintain an employee retention rate that is best-in-class among benchmark districts, currently at 10%.</p> <p>Maintain the district mean on the Employee Engagement Survey from at or above 4.36 for District Office Teaching, Learning &amp; Equity.</p> <p>Increase the percentage of employees with racially and ethnically diverse backgrounds from 10% to 11%.</p> | <p>Successful referendum outreach effort</p> <p>Increase internal engagement</p> <p>Establish a baseline for measuring external engagement</p> <p>Increase parent satisfaction</p> <p>Increase African American parent satisfaction</p> | <p>Establish sustainable resource allocation plan for the 2017-2018 school year.</p> <p>Increase the district mean on the District Services Survey from 4.01 to 4.06.</p> <p>Maintain or increase the District's bond rating Aa2 to Aa1.</p> <p>New school construction opens on time, under budget.</p> |

Assistant Superintendent: Stephanie Leonard-Witte

Approval Date: August 22, 2016

## 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> <ul style="list-style-type: none"> <li>● Workshop Fidelity Checks (K-5)</li> <li>● STAR Reading (1-5)</li> <li>● STAR Math (1-5)</li> <li>● F&amp;P (1-5)</li> <li>● PALS (K-1)</li> <li>● Student Engagement Survey</li> <li>● Curriculum Renewal and Design work in literacy, math and science</li> </ul> | <p><u>What specific data will be provided to demonstrate growth in this goal?</u></p> <ul style="list-style-type: none"> <li>● Score on Employee Engagement Survey</li> <li>● Employee hire demographic information</li> <li>● Exit interview information</li> <li>● Attendance and active recruitment at Career Fairs</li> </ul> | <p><u>What specific data will be provided to demonstrate growth in this goal?</u></p> <ul style="list-style-type: none"> <li>● Score on Parent Satisfaction Survey</li> <li>● African American Parent Satisfaction Survey</li> </ul> | <p><u>What specific data will be provided to demonstrate growth in this goal?</u></p> <ul style="list-style-type: none"> <li>● Score on District Services to Schools Survey</li> </ul> |
| <p><u>Quarter 1 Data Summit Report</u><br/>(Enter data and outcome report here)</p>   | <p><u>Quarter 1 Data Summit Report</u><br/>(Enter data and outcome report here)</p>   | <p><u>Quarter 1 Data Summit Report</u><br/>(Enter data and outcome report here)</p>  | <p><u>Quarter 1 Data Summit Report</u><br/>(Enter data and outcome report here)</p>  |
| <p><u>Mid-Year Data Summit Report</u><br/>(Enter data and outcome report here)</p>  | <p><u>Mid-Year Data Summit Report</u><br/>(Enter data and outcome report here)</p>  | <p><u>Mid-Year Data Summit Report</u><br/>(Enter data and outcome report here)</p>   | <p><u>Mid-Year Data Summit Report</u><br/>(Enter data and outcome report here)</p>   |
| <p><u>Quarter 3 Data Summit Report</u><br/>(Enter data and outcome report here)</p>   | <p><u>Quarter 3 Data Summit Report</u><br/>(Enter data and outcome report here)</p>   | <p><u>Quarter 3 Data Summit Report</u><br/>(Enter data and outcome report here)</p>  | <p><u>Quarter 3 Data Summit Report</u><br/>(Enter data and outcome report here)</p>  |
| <p><u>End of Year Data Summary Report</u><br/>(Enter data and outcome report here)</p>  | <p><u>End of Year Data Summary Report</u><br/>(Enter data and outcome report here)</p>  | <p><u>End of Year Data Summary Report</u><br/>(Enter data and outcome report here)</p>   | <p><u>End of Year Data Summary Report</u><br/>(Enter data and outcome report here)</p>   |

## 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**

| <b>Teaching &amp; Learning School Annual Goals</b><br><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 |
| <p>Increase the percentage of 3rd grade students scoring proficient or advanced on the state standardized literacy assessment from 38.7% to 63%.</p> <p>Build staff capacity to create and maintain a learning environment to increase student achievement for African American students in literacy, numeracy, access to higher level courses and engagement.</p> <p>Increase district mean on the Student Engagement Survey from 3.84% to 3.94%.</p> | <p>Lead instructional coach PLC to provide PD and coaching with focus on conferring and literacy progressions</p> | Rick             | By April 2017 | <p>PD on conferring delivered?</p> <p>Lab site coaching delivered with focus on conferring?</p> <p>At least two PD Thursdays on conferring</p> |            |                |
| <p>Increase the number of 8<sup>th</sup> grade students successfully completing Algebra from 19% to 21%.</p> <p>Increase % of 10<sup>th</sup> grade students meeting all five ACT Aspire readiness standards from 33% to 39%.</p>  | <p>Lead the Curriculum Renewal and Design steering committees work</p>  | Rick/Andrea      | By June 2017  | On time delivery of CRDP outcomes  |            |                |
| <p>Increase the number of 8<sup>th</sup> grade students successfully completing Algebra from 19% to 21%.</p>   | <p>Lead the WSMI team to plan and deliver Math PD Thursdays - Focus on Mathematical Practices</p>                 | Rick/Nate        | February 2017 | <p>At least two PD Thursdays led by WSMI team with focus on Mathematical Practices and promoting attendance at WSMI</p>                        |            |                |

|  |  |             |                        |  |  |  |
|--|--|-------------|------------------------|--|--|--|
| <p>Increase % of 10<sup>th</sup> grade students meeting all five ACT Aspire readiness standards from 33% to 39%.</p> <p>Build staff capacity to create and maintain a learning environment to increase student achievement for African American students in literacy, numeracy, access to higher level courses and engagement.</p> <p>Increase district mean on the Student Engagement Survey from 3.84% to 3.94%.</p> |  |             |                        |  |  |  |
| <p>Increase the percentage of 3rd grade students scoring proficient or advanced on the state standardized literacy assessment from 38.7% to 63%.</p>   | <p>Lead development and implementation of Workshop fidelity checks with narrowed focus on conferring best practices.</p> | <p>Rick</p> | <p>Fall and spring</p> | <p>Fidelity check walkthrough visits conducted with focus on conferring and other site selected workshop components.</p> |  |  |
| <p>Build staff capacity to create and maintain a learning environment to increase student achievement for African American students in literacy, numeracy, access to higher level courses and engagement.</p> <p>Increase district mean on the Student Engagement Survey from 3.84% to 3.94%.</p>  | <p>Co-lead MTSS Steering Team</p>  | <p>Rick</p> | <p>By June 2017</p>    | <p>On time completion of MTSS plan for 2016-2017</p>   |  |  |
| <p>Build staff capacity to create and maintain a learning environment to increase student achievement for African American students in literacy, numeracy, access to higher level courses and engagement.</p> <p>Increase district mean on the Student Engagement Survey from 3.84% to 3.94%.</p>  | <p>Take action on NEP goal work</p>  | <p>Rick</p> | <p>By June 2017</p>    | <p>NEP goal work trials completed</p>  |  |  |

**Workforce Focus School Annual Goal:**

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

Maintain the mean on the District Office - Teaching, Learning and Equity Employee Engagement Survey at 4.36.

| Goal  | Leadership Actions   | Process Owner(s) | Timeline      | Measures  | Stop Light | EOY Stop Light |
|---|--|------------------|---------------|---|------------|----------------|
| Maintain an employee retention rate that is best-in-class among benchmark districts, currently at 10%.      | Co-lead Internship Plan Feasibility Study  | Rick/Malika      | December 2016 | Report to Cabinet with information and recommendations  |            |                |
| Maintain the district mean on the Employee Engagement Survey from at or above 4.36 for District Office TLE. | Participate in recruitment fairs for hiring teachers - go with contracts in hand with focus on diversification | Rick             | March 2017    | Participated in at least two recruitment fairs and conducted interviews of teacher candidates |            |                |
| Increase the percentage of employees with racially and ethnically diverse backgrounds from 10% to 11%.      | Co-lead Mentoring new principals/APs   | TLE              | Bi-weekly     | Employee Engagement Survey, Survey of Principals and APs involved                             |            |                |
|   | Lead PLCs for Elementary Principals, Reading Team, Instructional Coaches                                       | Rick             | Bi-weekly     | PLC Notes, Employee Engagement Survey, monthly PLC dipstick                                   |            |                |

### Community Engagement School Annual Goal:

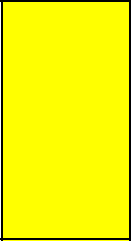
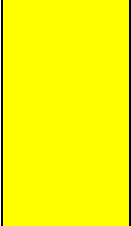
Excel in how we serve all stakeholders and build relationships with families, community members, and businesses that promote positive outcomes for students.

Increase the overall district mean on the **Parent Engagement Survey** from **3.94** to **4.04**.

| Goals  | Leadership Actions   | Process Owner(s) | Timeline     | Measures   | Stop Light | EOY Stop Light |
|--|--|------------------|--------------|--|------------|----------------|
| Successful referendum outreach effort<br><br>Increase internal engagement<br><br>Establish a baseline for measuring external engagement<br><br>Increase parent satisfaction<br><br>Increase African American parent satisfaction | Community Schools - lead/further develop the Main Street and Buena Vista sites of Sun Prairie Community Schools. | Rick             | By June 2017 | Both sites have needs assessments completed that drive site-based programming                          |            |                |
|  |  |                  |              | A reporting system is established to measure and communicate outcomes of community schools programming |            |                |
|  | Lead Title 1 schools to plan and document parent involvement efforts that meet or exceed Title 1 requirements.   | Rick             | By June 2017 | Did schools plan and deliver parent involvement activities? Are these activities documented?           |            |                |

**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.**

Increase the mean on the Elementary Teaching, Learning and Equity District Services Survey from 4.01 (May 2016) to 4.06.

| Goal  | Leadership Actions   | Process Owner(s) | Timeline    | Measures  | Stop Light  | EOY Stop Light |
|---|--|------------------|-------------|---|---|----------------|
| Actively support communication efforts and processes related to the building referendum<br><br>Increase internal engagement<br><br>Establish a baseline for measuring external engagement | I will have peers preview drafts of important communications and will verify information before distributing it in order to increase the accuracy score on the District Services Survey. | Rick             | Spring 2017 | Does Elementary TLE District Services Survey score increase from 3.95 to 3.97 or higher?              |  |                |
| Increase parent satisfaction<br><br>Increase African American parent satisfaction   | Participate in the planning process from existing configuration to new configuration with two additional elementary schools on time and at budget.                                       | Rick             | Quarterly   | Number of action steps completed on time.<br><br>Number of action steps completed at or under budget. |  |                |



**Quality Annual Department Target**  
*Goal - Continuous Improvement of Systems and Processes*

| Goal  | Leadership Actions  | Process Owner(s)        | Timeline     | Measures  | Stoplight | EOY Stop Light |        |
|---|---|-------------------------|--------------|---|-----------|----------------|--------|
| Continuous Improvement of Systems and Processes | Lead study of alternate school year calendars, intersession and summer school options.  | Rick/Curt               | 2016-2017    | Action plan completed during the 2016-2017 school year.                         | Yellow    |                |        |
|   | 4K program analysis   | Rick & Karen            | 2016-2017    | Summary of analysis and recommendations made to cabinet by March 2017.          |           | Yellow         |        |
|   | Analyze services offered at Northside and Creekside. Facilitate successful transition from Targeted Title 1 to School-wide Title 1 status for Creekside and Northside Elementary schools. | Rick<br>Lexi<br>Jillian | By June 2017 | Building teams established including faculty, staff, administration and parents |           |                | Yellow |
|   |   |                         |              | Application submitted on time for School-wide status                            | Red       |                |        |
|   |   |                         |              | School-wide status attained by June 2017  |           | Red            |        |