

# Secondary 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> 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.  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 (Forward Exam) from 38.7% to 63%.</p>	<p>Maintain an employee retention rate that is best-in-class among benchmark districts, currently at 10%.</p>	<p>Increase parent satisfaction mean score on the Parent Satisfaction Survey.</p>	<p>Increase the district mean on the District Services Survey from 3.21 (May 2016) to 3.75 by May 2017.</p>
<p>Increase the number of 8<sup>th</sup> grade students successfully completing Algebra from 19% to 21%.</p>	<p>Increase the district mean on the Employee Engagement Survey from 3.85 to 3.91.</p>	<p>Increase African American parent satisfaction.</p>	
<p>Increase the total 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 employees with racially and ethnically diverse backgrounds from 10% to 11%.</p>		
<p>Increase the percentage of high school students earning one or more:</p> <ul style="list-style-type: none"> <li>● Post-secondary credits (dual credit including PLTW, Youth Opt., Course Opt.) (443 students took one or more courses offering Dual Enrollment/1,617 3rd Friday Count HS enrollment = 27%)</li> <li>● Nationally recognized certifications (NATEF, CNA, etc.)</li> </ul>			

<ul style="list-style-type: none"> <li>AP courses (587 students took one or more AP classes at some point during the year/1,617 3rd Friday Count HS enrollment = 36%)</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>Assistant Superintendent: Stephanie Leonard-Witte</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> <ul style="list-style-type: none"> <li>• Workshop Fidelity Checks (6-7)</li> <li>• AVID/WICOR Fidelity Checks (8-12) (utilizing a revised, more specific checklist for 2016-2017)</li> <li>• STAR Reading (6-10)</li> <li>• STAR Math (6-10)</li> <li>• Algebra Enrollment</li> <li>• Algebra Grades</li> <li>• ACT Aspire Exam Results (9-10)</li> <li>• ACT Results (11)</li> <li>• AVID School Goal Plans</li> <li>• Class Enrollment</li> <li>• Semester Grades</li> <li>• Student Engagement Survey</li> <li>• Transcribed/Dual Credit Enrollment</li> <li>• Transcribed/Dual Credit Grades</li> <li>• Curriculum Renewal and Design work in literacy, math and science</li> <li>• Equal Opportunity School work</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><b><u>Mid-Year Data Summit Report</u></b> Please see below</p>	<p><b><u>Mid-Year Data Summit Report</u></b></p>	<p><b><u>Mid-Year Data Summit Report</u></b></p>	<p><b><u>Mid-Year Data Summit Report</u></b></p>
<p><b><u>End of Year Data Summary</u></b></p>	<p><b><u>End of Year Data Summary</u></b></p>	<p><b><u>End of Year Data Summary</u></b></p>	<p><b><u>End of Year Data Summary</u></b></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

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
<p>Increase the percentage of 3rd grade students scoring proficient or advanced on the state standardized literacy assessment (Forward Exam) from 38.7% to 63%.</p> <p><b>Sub Goals:</b></p> <p>1. Increase the percentage of 6, 7 and 8th grade students scoring proficient or advanced (sustained progress) on the state adopted standardized assessment (<b>FORWARD EXAM</b>) in literacy from:</p> <ul style="list-style-type: none"> <li>● <b>6th Grade:</b> 50% to 54%</li> <li>● <b>7th Grade:</b> 56% to 60%</li> <li>● <b>8th Grade:</b> 52% to 56%</li> </ul> <p>2. Increase the percentage of students scoring at or above benchmark on the <b>STAR LITERACY</b> assessment.</p> <ul style="list-style-type: none"> <li>● <b>6th Grade:</b> 67% to 70% <span style="background-color: yellow;">Fall = 61%</span></li> </ul>	<p><b>Ensure best practice in universal literacy instruction through the following processes:</b></p>	Daniels Building Administrators				
	<ul style="list-style-type: none"> <li>● Curriculum Renewal and Design process in literacy</li> </ul>		Ongoing	Meeting Minutes, Group Work and completed projects	In progress	
	<ul style="list-style-type: none"> <li>● Walkthrough data (6-7)</li> </ul>		Fall and Spring		In progress	
	<ul style="list-style-type: none"> <li>● WICOR/AVID Walkthrough Data (8)</li> </ul>		Fall and Spring	Database from Cardinal Heights	In progress	
	<ul style="list-style-type: none"> <li>● NEP goal work</li> </ul>		Ongoing	Minutes/Group Project Share Out	In progress	
	<ul style="list-style-type: none"> <li>● Administrator Data Boot Camp and Strategic planning/PLC training</li> </ul>					
	<ul style="list-style-type: none"> <li>● STAR assessment data</li> </ul>		Ongoing, given 3 times per year	Fall, Winter and Spring Data	In progress	
	<ul style="list-style-type: none"> <li>● <a href="#">ELL Plan Rollout/Action Plan</a></li> </ul>		Ongoing	ELL PLC Notes /Meetings	In progress	
	<p style="text-align: center;"><b>School improvement Plans</b></p>		Ongoing		In progress	

<p>Winter: 65%</p> <ul style="list-style-type: none"> <li>● <b>7th Grade:</b> 69% to 73% Fall = 63% Winter: 65%</li> <li>● <b>8th Grade:</b> 62% to 66% Fall 65% Winter: 67%</li> <li>● <b>9th grade:</b> 57% to 61% Fall = 62% Winter: 66%</li> <li>● <b>10th grade:</b> 67% to 71% Fall = 60% Winter: 63%</li> </ul>	<p>Prairie View Middle School</p> <p>Patrick Marsh Middle School</p> <p>Cardinal Heights Upper Middle School</p> <p>Sun Prairie High School</p> <p>Prairie Phoenix Academy</p>					
<p>Increase the number of 8<sup>th</sup> grade students successfully completing Algebra from 19% to 21%.</p> <p><b>Sub Goals:</b></p> <ol style="list-style-type: none"> <li>1. Increase the percentage of 6, 7, and 8th grade students scoring proficient or advanced on the state adopted standardized assessment (<b>FORWARD EXAM</b>) in <b>math</b> from: <ul style="list-style-type: none"> <li>● <b>6th Grade:</b> 45% to 49%</li> <li>● <b>7th Grade:</b> 52% to 56%</li> <li>● <b>8th Grade:</b> 44% to 48%</li> </ul> </li> <li>2. Increase the percentage of students scoring at or above benchmark on the <b>STAR MATH</b> assessment. <ul style="list-style-type: none"> <li>● <b>6th Grade:</b> 75% to 79% Fall = 75%</li> </ul> </li> </ol>	<p><b>Ensure best practice in universal mathematics instruction through the following processes:</b></p> <ul style="list-style-type: none"> <li>● Curriculum Renewal and Design process in math</li> <li>● PLC data</li> <li>● NEP goal work and Equal Opportunity School work</li> <li>● Administrator Data Boot Camp/Strategic planning/PLC training</li> <li>● STAR assessment data</li> <li>● <a href="#">ELL Plan Rollout/Action Plan</a></li> </ul> <p><b>School improvement Plans</b></p> <p>Prairie View Middle School</p> <p>Patrick Marsh Middle School</p>	<p>Daniels Building Administrators</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing, given 3 times per year</p> <p>Ongoing</p> <p>Ongoing</p>	<p></p> <p></p> <p></p> <p></p> <p></p> <p></p> <p></p>	<p></p> <p>In progress</p> <p>In progress</p> <p>In progress</p> <p>Not started yet</p> <p>In progress</p> <p>In progress</p> <p>In progress</p>	<p></p> <p></p> <p></p> <p></p> <p></p> <p></p> <p></p>

<p>Winter: 75%</p> <ul style="list-style-type: none"> <li>7th Grade: 78% to 82%</li> </ul> <p>Fall = 74%</p> <p>Winter: 74%</p> <ul style="list-style-type: none"> <li>8th Grade: 73% to 77%</li> </ul> <p>Fall = 75%</p> <p>Winter: 80%</p>	<p>Cardinal Heights Upper Middle School</p> <p>Sun Prairie High School</p> <p>Prairie Phoenix Academy</p>					
<p>Increase the total percentage of students meeting all five ACT Aspire readiness standards from 33% to 39%.</p> <p><b>Sub Goals:</b></p> <ol style="list-style-type: none"> <li>Increase WICOR fidelity walkthrough percentage from 48% to 65%.</li> <li>Increase the percentage of students scoring at or above benchmark on the <b>STAR MATH</b> assessment. <ul style="list-style-type: none"> <li>9th grade 83% to 87%</li> </ul> <p>Fall = 80%</p> <p>Winter: 84%</p> <li>10th grade 84% to 88%</li> <p>Fall = 84%</p> <p>Winter: 85%</p> <ol style="list-style-type: none"> <li>Increase the number of 9th grade students who will be college and career ready as measured by the spring 9th grade Math Aspire will increase from 52% to 55%.</li> <li>Students attending PPA will earn credits in ELA (1.25 per</li> </ol> </li></ol>	<p><b>Through alignment and refinement of the Curriculum Renewal and Design committee work in math, literacy and science, coupled with expanded professional development and staff training (including AVID strategies), we will increase the rigor and depth of instruction in all five ACT readiness levels through the following processes:</b></p>	<p>Daniels Building Administrators</p>				
	<ul style="list-style-type: none"> <li>Curriculum Renewal and Design (CRD) process for literacy, math and science, social studies/world language</li> </ul>		<p>Ongoing</p>		<p>In progress</p>	
	<ul style="list-style-type: none"> <li>WICOR/AVID walkthrough data (utilizing a revised, more specific checklist for 2016-2017)</li> </ul>		<p>Fall and Spring</p>		<p>In progress</p>	
	<ul style="list-style-type: none"> <li>AVID School Goal Plans <ul style="list-style-type: none"> <li>CHUMS</li> <li>SPHS</li> <li>District Director</li> </ul> </li> </ul>		<p>Fall; Ongoing</p>		<p>In progress</p>	
	<ul style="list-style-type: none"> <li>NEP goal work and Equal Opportunity School work</li> </ul>		<p>Ongoing</p>		<p>In progress</p>	
	<ul style="list-style-type: none"> <li>ACT Aspire data</li> </ul>		<p>Spring</p>		<p>Not started yet (spring assessment window)</p>	
	<ul style="list-style-type: none"> <li>STAR data in literacy and math</li> </ul>		<p>Ongoing, given 3 times per year</p>		<p>In progress</p>	

<p>year) and math (1.0 per year) to increase College and Career Readiness skills</p>	<ul style="list-style-type: none"> <li><a href="#">ELL PLaN Rollout/Action Plan</a></li> </ul>		Ongoing		In progress	
	<p><b>School improvement Plans</b></p> <p>Prairie View Middle School</p> <p>Patrick Marsh Middle School</p> <p>Cardinal Heights Upper Middle School</p> <p>Sun Prairie High School</p> <p>Prairie Phoenix Academy</p>		Ongoing, to be completed June 2017		In progress	
<p>This is embedded through the work of the National Equity Project Action Plan and Equal Opportunity Schools as well as some of the building based goals that will occur as part of the continuous improvement process this year at the building levels.</p> <p>Prairie View Middle School</p> <p>Patrick Marsh Middle School</p> <p>Cardinal Heights Upper Middle School</p> <p>Sun Prairie High School</p> <p>Prairie Phoenix Academy</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>Through the action plan developed collaboratively through SPASD and the National Equity Project, we will increase the overall performance and achievement of African American students in the areas of literacy, numeracy and access to higher level coursework that will enable students to graduate college and career ready.</p>	Ongoing throughout the 2016-2017 school year		In progress	
<p>Lead the work of the Student Services and ELL representatives to increase the culturally responsive practices used across the district</p>		Apodaca Daniels	Ongoing throughout the 2016-2017 school year	<ul style="list-style-type: none"> <li><a href="#">TLEC/ELL Student Services</a></li> </ul>	In progress	

				<a href="#">Areas of Focus</a> <ul style="list-style-type: none"> <li>• <a href="#">SS and Spec Ed TLEC CRD Areas of Focus</a></li> </ul>		
Increase the percentage of <b>high school</b> students earning one or more: <ul style="list-style-type: none"> <li>• Post-secondary credits (dual credit including PLTW, Youth Opt., Course Opt.)</li> <li>- Fall 2016: 443 students took one or more courses offering Dual Enrollment/1,617 3rd Friday Count HS enrollment = <b>27%</b>)</li> <li>• Nationally recognized certifications (NATEF, CNA, etc.)</li> <li>• AP courses (587 students took one or more AP classes at some point during the year/1,617 3rd Friday HS enrollment = <b>36%</b>)</li> </ul>	Equal Opportunity Schools	Daniels Mould Apodaca	Ongoing throughout the 2016-2017 school year	Accompanying plans, when developed	In progress	
	National Equity Project					
	Scheduling task force					
	Create plan to increase access and opportunity to earn transcribed/dual credit					
Increase district mean on the Student Engagement Survey from 3.84% to 3.94%.	Site level internal progress monitoring	Daniels, in conjunction with building principals and Director of Innovation, Assessment & Continuous Improvement	Formal survey Spring 2017, Personalized Learning Engagement Surveys	Student Engagement Surveys; Personalized Learning Engagement Surveys	Not given yet	



## Workforce Focus School Annual Goal

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

Increase the mean on the District Office - Teaching, Learning, and Equity Employee Engagement Survey from 3.85 to 3.91.

Goal	Leadership Actions	Process Owner(s)	Timeline	Measures	Stop Light	EOY Stop Light
<p>Maintain the district mean on the <b>Employee Engagement Survey</b> of 4.36 (May 2016) (Secondary TLE)</p> <p>Three Lowest Areas May 2016:</p> <ul style="list-style-type: none"> <li>- <b>My supervisor consults me on the decisions that affects my job.</b> (3.66)</li> <li>- <b>My supervisor provides feedback concerning areas for improving my performance.</b> (3.71)</li> <li>- <b>My supervisor provides feedback on my strengths as an employee.</b> (3.77)</li> </ul> <p><b>Winter 2017 update:</b> As only 3 staff members report directly to me, I was unable to get aggregated score data from Studer.</p>	<p>Administrator will identify lowest rated area of survey and develop action plan to address.</p> <ul style="list-style-type: none"> <li>- I will meet with all building administrators in August/September 2016 to solicit feedback related to the three lowest scored areas in the Employee Engagement Survey in May 2016.</li> <li>- Based on the feedback and suggestions received, I will create an action plan with the purpose to remediate and improve upon the areas that were identified through the survey.</li> <li>- This plan will be reviewed at least three times per year with the administrator during a PLC or pre-scheduled check-in meeting.</li> <li>- The updated DSS survey results that will be completed in November 2016 and May 2017 will be reflected in the plan as a measure of growth.</li> </ul>	<p>Daniels</p>	<p>Ongoing, to be completed May 2017</p>	<p>Rounding Interviews Open Forum</p>	<p><b>In progress</b></p>	
<p>Completion of the onboarding checklist for new hires.</p>	<p>All hiring managers will complete the onboarding checklist for new hires within 30 days of start date.</p>	<p>Daniels</p>	<p>Ongoing</p>	<p>Number of new hire checklists completed within 30 days</p>		

**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 mean on the Parent Satisfaction Survey from 3.94 to 3.99.

Goal	Leadership Actions	Process Owner(s)	Timeline	Measures	Stop Light	EOY Stop Light
<p>Increase the overall parent satisfaction mean score on the <b>Parent Satisfaction Survey</b> from 3.94 to 3.99.</p>	<p>Through a problem solving and proactive approach, I will work collaboratively with the secondary buildings to address parent concerns, create additional opportunities for parent voice and increase parent involvement.</p> <p><b>CHUMS:</b> 3.80 (May 2016) to 3.90  <b>PM:</b> 4.05 (May 2016) to 4.21  <b>PPA:</b> 3.65 (May 2015*) to 3.75  <b>PV:</b> 3.95 (May 2016) to 4.00  <b>SPHS:</b> 3.62 (May 2015) to 3.66</p> <p>*Participation number small so May 2016 numbers not reported</p>	<p>Daniels, in conjunction with Ruggles (CHUMS) Shefchik (PM) Bollinger (PPA) Hery (PV) Nerby (SPHS)</p>	<p>By the end of June 2017</p>	<p>Parent Satisfaction Survey data</p>	<p><b>In progress</b></p>	
<p>Increase African American parent satisfaction.</p> <p>Baseline satisfaction survey will occur as part of the NEP work that will occur during the 2016-2017 school year. When this occurs, a spring comparison will also be necessary.</p> <p>Given this, the goal is to increase the overall satisfaction percentage from fall to spring.</p>	<p>Through the work of the National Equity Project (NEP) and African American Parent Network, increase the overall satisfaction of African American parents.</p>	<p>Daniels, in conjunction with NEP Committee African American Parent Network</p>	<p>By the end of June 2017</p>	<p>Parent Satisfaction Survey data</p> <p>Achievement data for African American students</p>	<p><b>In progress</b></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.

Increase the mean on the Teaching, Learning and Equity District Services Survey from 3.21 (May 2016) to 3.75.

Goal	Leadership Actions	Process Owner(s)	Timeline	Measures	Stop Light	EOY Stop Light
<p>Increase the overall district mean on the <b>District Services Survey</b> from 3.21 (May 2016) to a minimum of 3.45 by May 2017.</p> <p><b>Areas of Focus (based on May 2016 data):</b></p> <ol style="list-style-type: none"> <li>1. Increase the area of <b>Operations</b> from <b>3.06 to 3.26</b>.</li> <li>2. Increase the area of <b>Timeliness</b> from <b>3.06 to 3.26</b>.</li> <li>3. Increase the area of <b>Accuracy</b> from 3.14 to 3.34.</li> </ol>	<p>Implement strategy for increasing the mean of the department DSS Survey.</p> <p>Will meet with departments and review the 2015-2016 data, setting goals and create an action plan for the three lowest rated areas of Operations, Timeliness and Accuracy.</p>	<p>Daniels</p>	<p>Initial identification of goal areas: September 2016</p> <p>Final scoring by the end of June 2017</p>	<p>DSS Survey Results</p>	<p><b>In progress</b></p>	

## Quality Annual Department Target (PROCESS EFFICIENCY)

Goal	Leadership Actions	Process Owner(s)	Timeline	Measures	Stop Light	EOY Stop Light
Implement Title III budgeting/tracking/prioritization workbook to increase efficiency in allocating Title III funds to serve students identified as English Language Learners (ELL).	<ul style="list-style-type: none"> <li>Strategically identify professional development opportunities (co-teaching, culturally relevant practice, etc.) to increase the capacity of our ELL teachers and assistants to provide a greater degree of service to our identified students.</li> <li>Facilitate action planning and common planning time for ELL and general education staff to plan for implementation of co-teaching strategies to increase overall effectiveness and access.</li> <li>Review/revision of ESL and Title III staffing allocation to balance ratio of student need to teacher/teacher assistant.</li> </ul>	Daniels Williams Thao	Workbook updated with allocations by end of Oct. 2016; final reporting end of June 2017	Training opportunities and action plans  Title III Workbook	In progress	
Co-lead the development of Academic and Career Plan (ACP) process for students grades 6-12, so that the process is ready to implement with the start of the 2017-2018 school year.	<ul style="list-style-type: none"> <li>Strategically identify professional development required in the learning and implementation process for the ACP process.</li> <li>Co-facilitate the work group and create documents and structures that will align the work to mesh with already in place structures and work.</li> <li>Revamp any processes that will need additional structure in the access and completion of ACP plans.</li> <li>Collaborate with the School-to-Work Coordinator on this work.</li> <li>Lead and facilitate the process for 2017-2018 Registration using Career Cruising via Infinite Campus.</li> </ul>	Apodaca Daniels	September - May	Project plan progress/ stop light report	In progress	
				Implementation Team	In progress	
				ACP PD designed and implemented for secondary staff	In progress	
				Policy	Not started yet	
				Website	Not started yet	