



# 2013 - 2018 Strategic Plan Update

January 25, 2018



We have made great strides toward meeting our goals for the final year of this Strategic Plan 2017-18.



# Overview of 2017-18 Strategic Plan Areas

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We will **SUPPORT** LEARNING and  
STUDENT ACHIEVEMENT by ...



As you recall, to kick off the 2017-18 school year, we highlighted some of our goals outlined in this year's Strategic Plan.



# Academic Agenda

## Enhancing Learning & Increasing Student Achievement



It has been a capstone year in the Academic Agenda.

**In the area of LITERACY**, our District's work continues to focus on developing strong core academic instruction as well as supporting systems of intervention.

The K-8 literacy teachers have taken on new learning in the area of assessment to provide student-centered reading and writing instruction. The District has launched a new literacy assessment tool, *Benchmark Assessment System*, this fall. Using this tool, the District launched a "first go" at a universal screening of all elementary students with this tool in January.

Second semester, K-8 literacy staff will receive professional development on writing instruction in the Comprehensive Literacy Model. At this time, the District will launch the new District writing assessments that have been piloted over the last year and a half by the Writing Assessment Pilot Team.

The High School English Department has made outstanding progress writing their new Units of Study curriculum and common assessments for English 9, 10 and 11. The department is piloting this new curriculum this year and will continue to hone implementation and documents throughout the summer. This team will be prepared to begin implementing the Comprehensive Literacy Model instructional framework next year.

With the addition of the full-time reading specialist at Fort Atkinson High School, the



K-12 Reading Interventionists are working together to align intervention systems while continuing to broaden the interventions we offer students in need of more support.

**In the area of MATH**, student-centered, differentiated instruction is the focus of our math teacher's professional learning.

A team of elementary volunteers completed a 4-day math intervention training in the AVMR (Math Advantage / Math Recovery) program. This group is piloting the integration of this strategies to enhance the core Everyday Math program for K-5 math learners. The initial feedback and results have been exciting! We plan to offer this opportunity to staff again this summer.

The Middle School is working with a math consultant / math coach to further support the implementation of the CMP3 (*Connected Mathematics Project - Third Edition*) program. First semester learning has focused on clarity of learning targets and success criteria to guide differentiated instruction.

The High School Team is implementing the 2nd phase of transition to the CPM (*College Preparatory Math*) program by launching the Geometry course this fall. This team continues to take on great learning to help our high school learners meet the rigorous expectations of the ACT assessment.

Alignment of intervention practices and systems has been a focus for K-8 math interventionists first semester. This work is possible due to the additional intervention staffing at the middle school.



# Academic Agenda

## Enhancing Learning & Increasing Student Achievement



eduCLIMBER



**Increased utilization of data also is a focus for this year's strategic plan.**

The Middle School Math Team and Purdy Elementary are piloting the MAP (*Measures of Academic Progress*) assessment this year. The teams are working to understand the new tool and apply the new information to guide differentiated instruction for students and guide continuous program improvements.

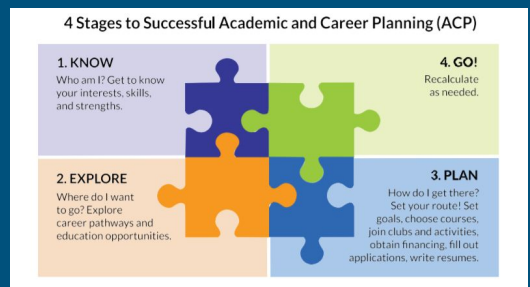
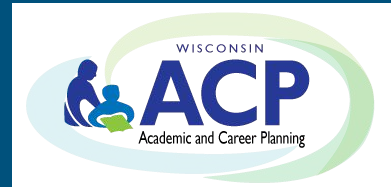
The District has launched EduClimber, a data warehouse software system, to increase access to and deepen use of data in the District. At the end of first semester, this tool has been launched with K-8 staff in the areas of literacy and behavior. As this tool is further implemented, it will provide increased access and analysis of data directly to staff as well as providing opportunity to look at data across content areas and contexts to serve the whole child in the best way possible.

As the District looks to take on further implementation of the Smarter Schools Spending Model, it is important to build strong, comprehensive data systems to support future AROI (Academic Return on Investment) analysis and budget processes.



# Academic Agenda

## Enhancing Learning & Increasing Student Achievement



New this year, our Academic and Career Planning (ACP) programming using the Career Cruising software provides a framework for students to begin understanding and exploring career interests and pathways as early as 5th grade. From 6th grade through 12th grade students create a comprehensive profile that allows them to know their interests, skills and strengths, explore career pathways and educational opportunities, develop a plan and work through the courses, club and activities available to become a 21st century learner.

To best support and enhance academic learning, the district values serving the whole child through strong social-emotional, and behavioral programming.

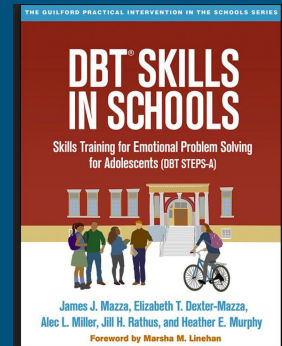
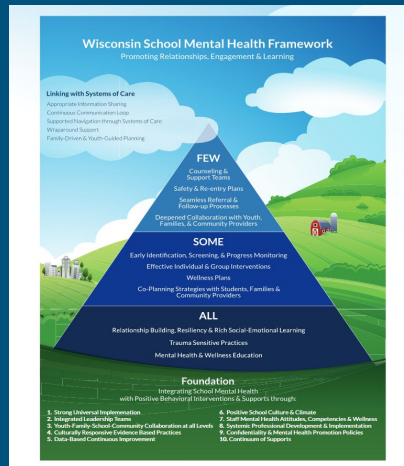
District-wide PBIS teams have created positive behavior intervention systems in each building. We continue to make sure universal supports are in place for ALL students and opportunities are provided for teachers to reteach expected behaviors. Students who need more individualized and intensive support are served by the pupil services staff across the district. These supports work to make sure students are able to access the strong classroom teaching that takes place everyday.

Equity work continues with the implementation of the ICS Equity framework. Together, district leadership is working to identify equity non-negotiables and begin working towards creating equitable opportunities for ALL learners.



# Academic Agenda

## Enhancing Learning & Increasing Student Achievement



Working within the Wisconsin School Mental Health Framework, the School District of Fort Atkinson has done some very important work developing an understanding and increased level of awareness among students and staff in the area of trauma informed practices and mental health and wellness. Through professional development opportunities, the district has made great strides in strengthening staff awareness and understanding of the effects of trauma on students and how it adversely affects learning, providing a safe and nurturing environment of all of our learners. Providing our teachers with strategies and supports to help with students who have experienced trauma continues to be a focus in the district. Through a partnership with Fort HealthCare, Jefferson County and the school district we were able to bring a trained mental health counselor to the high school for 1.5 days per week. This added resource provides support to some of our neediest students and also creates a wealth of resources for staff and families.

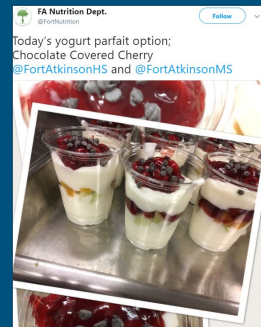


# Finance & Operations Agenda

## *Supporting Learning & Increasing Student Achievement*



### Benefits Advisory Committee



We have made great headway on the Finance & Operations Agenda of the strategic plan this year. As you know, along with myself, we have a new Human Resources Director - Mr. Dave Miller. With that change comes a fresh perspective to the operations of the Human Resources Department. The first six months of this year has included Mr. Miller evaluating the employee handbook and suggesting changes, reinvigorating the wellness committee, offering a flu shot clinic in the fall, as well as health risk assessments in the next couple of months, and developing a monthly Human Resources newsletter for ALL employees. Along with these initiatives, the District's Benefits Advisory Committee is seeking proposals on health insurance for our renewal this fall and will also evaluate supplemental retirement benefits later this year. Administration has also been working on partnering for the availability of an onsite daycare, which will come before the Board for consideration this spring, as we look at ways to attract and retain quality staff.

Also contained within the Finance & Operations Agenda are the Student Nutrition, Buildings & Grounds, and Operational Technology departments. We continue to make significant progress in these areas as well. In Student Nutrition, we continue to implement more of a restaurant style mentality that is **customer focused** and moving towards more food production happening at the various school sites. This past summer we had our first successful year of the Summer Feeding Program and are looking to build on that success this coming summer. In Buildings & Grounds we replaced a maintenance vehicle that was 20 years old, upgraded security at our buildings through installation of camera and door locking systems, and we sent out a Request for Proposals to develop a District Wide Facilities Study to better inform us of



deficiencies and to develop an in-depth, long-term maintenance plan. Our Technology Department was extremely busy this past summer by upgrading WiFi throughout the District for improved connectivity of mobile devices, building in redundancies in our network to improve our technology's uptime, creating an offsite server infrastructure in partnership with Madison College, and replacing every single staff device in the District with laptops so our staff can better interact with our students and each other.

Finally, in looking at our finances, our Business Office continues to standardize various procedures in the District through an online Business Office Operations & Procedures Manual, as well as taking full advantage of automation where possible with our finance software. We also continue to implement the various facets of the GFOA's Smarter School Spending Model through development of Board policies, budget principles, and improved modes of communication of financial information.



# Communications Agenda

## Communicating what our Students are Learning and Achieving



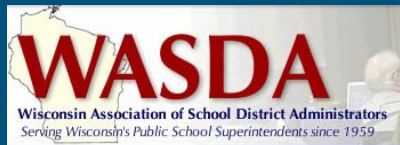
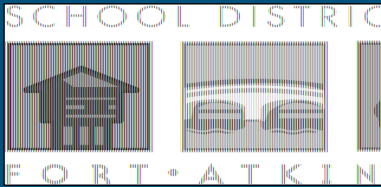
Communications to ALL staff, students, families, and community is key to the success of our District. On July 1, 2017, the new District website was launched to update the format, making it more user friendly, inviting, and better showcasing the Fort Atkinson School District. We have also increased our social media presence. By frequently posting on social media, we are building a greater awareness locally and in the greater community that Fort Atkinson is an **exemplary** school district and leader in providing educational excellence. It has also highlighted our mission and the high quality education afforded to students in our District. This semester, I will be inviting community members to *Coffee and Conversation* meetings to share experiences, ask questions, and learn more about the great things that are happening in the School District of Fort Atkinson.



## Communications Agenda

### Communicating what our Students are Learning and Achieving

- Board Connection, ConnectAd, and Brown Notes
- Showcased at national, regional, and state events
- Contributing to professional associations



## Board Connection

To increase internal communications this year, I established the weekly *Board Connection* with the Board of Education, the *ConnectAd* for administrators, and *Brown Notes*, a monthly communication to all staff. It is important for me to build relationships with the city, chamber of commerce, businesses, and local organizations including varied demographic groups, and the general citizenry. I highly value face-to-face communication at school district events and community activities. School District updates are provided a variety of civic organizations. I make it a priority to attend community multicultural events to build relationships and increase open lines of communication. In the next two months, I will be speaking at Project LEAD and also at the American Association of University Women. This work will continue to be a priority, building partnerships to strengthen relationships and realize common goals as well as benefit our current and future educational programming.

Fort Atkinson has been a contributor in sharing successes and innovations at national and regional events as well as with other school districts. Our cadre of professionals was requested to present at the national Government Finance Officers Association in Chicago this past November and earlier this school year at the regional Partnership in Comprehensive Literacy with renown professor and author Linda Dorn. We've also hosted numerous school districts for site visits and professional collaboration meetings. Requests to visit the SDFA are increasing.



Lastly, in strengthening the Communications Agenda, I continue to cultivate professional relationships with local legislators, professional associations, and community leaders to better understand legislative policy and facilitate conversations that impact the Fort Atkinson learning community. I currently serve on the Wisconsin Association of School District Administrators Business Partner Program Advisory Committee.





# 2013 - 2018 Strategic Plan Update



January 25, 2018







# Strategic Planning Process 2017-18 – Forward

As the new superintendent in Fort Atkinson, I want to recognize the hard work that made the aforementioned happen. In this District, the Strategic Plan IS a living document and a guiding force for all we do to continually strive to meet our mission. Along with finishing the capstone year of this strategic plan, I have the pleasure of leading our organization in developing the new strategic plan. I am so excited to be working with a dedicated Board of Education, a talented team of educators, and strong community in this important process.

At the December Board Meeting, I presented a the process we would be using for development of the new Strategic Plan. In that process, there were three phases.



# Three Phases

- Engage
- Envision
- Enact

Engage, Envision, and Enact. Yesterday, we began the Engage or what we called the “Discover” phase.



# Engage (Discover)

Form a design group to uncover our unique context:

- Political
- Economic
- Trends
- Stakeholder needs
- Interconnected challenges

A Design Team comprised of community members and district employees met with facilitator, CESA 2 Director Dan Hanrahan. Our work began with a celebration of accomplishments of the current strategic plan and establishment of a group understanding of the current social, economic, academic, and community contexts of the School District of Fort Atkinson.

The Design Team identified many ways the School District of Fort Atkinson is already an exemplary school system and community partner. We are excited to further identify our uniquenesses and build on those strengths to continue making the School District of Fort Atkinson a district of distinction.”

The Design Team then broadened their focus to a greater knowledge of schools and their role in today’s society. Schools are complex organization in today’s world. I feel the team worked together to capture those complexities to understand our unique opportunities and challenges. This will provide a strong foundation for this work moving forward.



# Envision (What)

Envision the future from ALL stakeholder perspectives.

*"If you could have **what** you want, without limitations, **what** would you have?"*



In the final activity of the first session, Mr. Hanrahan assisted the group in starting the visioning process by asking team members to respond to the question, ***"If you could have what you want, without limitations, what would you have?"*** This question really embodies the desire of the Board for us to think big, be brave, and challenge ourselves to listen to the desires of our community without limitations. This work will require out of the box thinking for maximum impact on the future of Fort Atkinson Schools. The information we gather moving forward will be synthesized and used to frame the design principles in our next strategic plan.

Design Team members were then charged to head out into the Fort Atkinson community in their day-to-day interactions with with colleagues, friends and family and gather information about what would make Fort Atkinson schools even stronger. The more people we can engage in the process, the better the next strategic plan will be for our students and community.

The strategic planning process will continue through the spring with multiple formal and informal opportunities for community engagement. This is an exciting time in our community. We have the privilege of framing the design of the new strategic plan and I would encourage everyone to be involved.

I want to take an opportunity to express my appreciation for those who took time out of their busy lives to share their gifts and talents launching this important work. Over the last six months, I've really enjoyed getting to know the community and I am very excited to work together on the important work that will set the direction for our



District.





*Thank You!*