School District of Fort Atkinson 5-YEAR ACADEMIC AGENDA STRATEGIC PLAN – YEARLY GOALS

Strategic Plan Goal	YEAR 1 2008-2009	YEAR 2 2009-2010	YEAR 3 2010-2011	YEAR 4 2011-2012	YEAR 5 2012-2013	5-Year OUTCOME(S)
RtI Overall Goal: Implement measurable and effective interventions to meet the needs of all learners (4K to grade 12) utilizing the Response to Intervention (RTI) model for the areas of reading and math.	 ELEMENTARY Establish a Rtl Leadership Committee Through the Rtl Leadership Committee, define what Rtl looks like in the SDFA for struggling, average and exceptional learners create the model define the problem- solving process delineate available resources research future resources to consider 	 ELEMENTARY Address the area of "Collaboration" as defined by the WI Rtl Self- Assessment tool in the area of instructional planning Address the area of "Collaboration" as defined by the WI Rtl Self- Assessment tool in the area of student monitoring / problem solving Research instructional literacy models that utilize collaboration within tier one of quality instruction The area of "High Quality Instruction" as defined by the WI Rtl Self-Assessment tool will be addressed in the academic focus areas (science & balanced literacy) Continue staff development in the area of Rtl and its guiding principals 	 ELEMENTARY READING FOCUS Revise our building Rtl processes for student monitoring Continue to provide opportunities for collegial collaboration (student needs & instructional planning) Implement new reading interventions reflective of the Partnerships in Comprehensive Literacy Training Create intervention pathways for reading Study the performance of our low SES population and determine its implications on Rtl efforts *The area of "High Quality Instruction" as defined by the WI Rtl Self-Assessment tool will be addressed in the academic focus areas 	 ELEMENTARY BEHAVIOR FOCUS Continue to address the area of "Continuous Review of Student Progress" as defined by the WI Rtl Self-Assessment tool Pursue a research-based intervention and/or model in regards to student behavior Implement a revised student behavior system and/or intervention model Create intervention pathways for behavior Study the performance of our ELL and/or other sub groups identified and determine its implications on Rtl efforts *The area of "High Quality Instruction" as defined by the WI Rtl Self-Assessment tool will be addressed in the academic focus areas 	ELEMENTARY MATH FOCUS Research available math interventions and implement new math interventions as fiscally possible Study and generate a plan for strengthening our special education math instruction through research-based methods Create intervention pathways for math *The area of "High Quality Instruction" as defined by the WI Rtl Self-Assessment tool will be addressed in the academic focus areas	We will have embedded understanding and utilization by internal stakeholders (teachers, administrators and staff) of the elements of Rtl and have appropriate remediation and acceleration strategies in use. A framework will be in place to measure progress to determine gains in math and reading within a system supported by the use of a problem solving model, differentiated instruction, staff development, data in decision making and solid instructional practices.
	 SECONDARY Participate in development of the Fort Atkinson RtI model 	SECONDARY	 SECONDARY Continue to advance our special education courses in terms of approach and/or curricular content in the area of reading Strengthen Read 180 courses to maximize their effectiveness as a reading intervention Pursue additional academic interventions based on student needs 	 SECONDARY Pursue and implement, as possible, a research-based intervention and/or model in regards to student behavior Support special education in implementing new programs and/or interventions Continue to define, hone and broaden our academic interventions 	 SECONDARY Research available math interventions and implement new math interventions as fiscally possible Study and generate a plan for strengthening our special education math instruction through research-based methods 	Parents will have increased understanding of our learning interventions, our overall problem solving process and their individual student's progress.

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Technology <u>Overall Goal</u> : Continually infuse current technology into our instructional programming and practice.	 DISTRICT-WIDE Provide all staff with the fall technology in-service Select a new student information computer software package Insure representation of stakeholders on District Technology Committee District Technology Committee leads implementation of District Technology Plan 	 DISTRICT-WIDE Provide staff training on and develop policy and procedures related to the new Student Information System District Technology Committee leads implementation of District Technology Plan Complete 2010-2013 Technology Plan Continue to consider technology integration and utilization in academic focus areas Conduct a technology needs assessment which includes necessary infrastructure support 	 DISTRICT-WIDE Assure that all buildings are represented on the District Technology Committee Support the District Technology Plan domains through Building Technology Committees Integrate technology into academic focus areas (per this plan) to enhance programs and learning Foster excitement and opportunities within buildings for teachers to use transformational technology Expand Skyward software implementation and usage 	DISTRICT-WIDE • Implement the District Technology plan to facilitate continued advancement in this area	DISTRICT-WIDE • Implement the District Technology plan to facilitate continued advancement in this area	The district's Technology Committee will have provided direction and led implementation of a systemic process that provides on- going staff development, based upon research and best practices, that ensures that technology is utilized to support teaching and learning and the day-to-day operations of our learning communities.
Alternative Programming Overall Goal: Explore and implement alternative programming and or scheduling that may better serve our students in meeting our District mission.	 DISTRICT-WIDE Explore what other comparable schools and conference schools are doing Explore research (best practices) concerning Alternative Programming at the elementary and secondary levels Gather local data to determine needs and future directions 	 ELEMENTARY Alternative scheduling and programming will be explored through the Rtl goals SECONDARY Continue to explore what other comparable schools and conference schools are doing in the area of alternative programming Resubmit the Alternative Schools Grant for the Transitions Program Investigate alternative funding sources and/or district allocations for Transitions Program 	 ELEMENTARY Consider alternative programs when pursuing Rtl interventions Consider alternative calendar options for 2011- 2012 SECONDARY Consider alternative programs when pursuing Rtl interventions Consider alternative calendar options for 2011- 2012 Continue to explore alternative programs including but not limited to charter schools 	 ELEMENTARY Consider alternative programs when pursuing Rtl interventions SECONDARY Continue to monitor our alternative programs and student needs 	ELEMENTARY • Consider alternative programs when pursuing Rtl interventions SECONDARY • Continue to monitor our alternative programs and student needs	Exploration and research of alternative programs and/or schedules will have provided opportunities to brainstorm novel programming specific to the needs of SDFA which enhance student achievement. Implementation may lead to reallocation of existing resources, identifying new educational models and a deviation from traditional school programming for some students.

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Differentiation	 ELEMENTARY Monitor implementation of social studies differentiation techniques 	 ELEMENTARY Imbed differentiation philosophy and strategies into academic focus areas Provide staff training in the area of student behavior Document the implementation of differentiation strategies through the formal observation and supervision process 	 ELEMENTARY Imbed differentiation philosophy and strategies into academic focus areas Monitor the implementation of differentiation strategies through the formal observation and supervision process 	 ELEMENTARY Monitor implementation of science differentiation techniques Plan for 2012-2013 focus on math differentiation Monitor the implementation of differentiation strategies through the formal observation and supervision process 	 ELEMENTARY Provide staff development on math differentiation Monitor the implementation of differentiation strategies through the formal observation and supervision process 	Differentiation will be a continuous consideration in planning and delivering instruction.
Overall Goal: Develop district beliefs on differentiation and implement strategies to best meet the needs of our learners.	 SECONDARY Provide staff development to solidify beliefs regarding need and philosophy of differentiation Equip our secondary teachers with working tools for basic differentiation implementation Facilitate improved data utilization to assist teachers in better meeting student needs in the and outside of the classroom through differentiation and intervention. 	 SECONDARY Continue to provide staff development in the area of differentiation based on staff needs Provide professional learning communities time to implement differentiation strategies Document the implementation of differentiation philosophy and strategies through the formal observation and supervision process 	 SECONDARY Continue to provide staff development as needed Document the implementation of differentiation strategies through the formal observation and supervision process 	 SECONDARY Continue to provide staff development as needed Document the implementation of differentiation strategies through the formal observation and supervision process 	SECONDARY • Continue to provide staff development as needed	Efforts in this area will have been supported and linked to the following initiatives: RtI, data collection, professional decision making and professional development.

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 PLC / 3 Questions Overall Goal: Continue guiding professional learning communities through the 3 Questions: A. What is it we want students to learn? (alignment) B. How will we know if they learned it? (assessment) C. What will we do if students need more help or more challenge? (Interventions) 	 ELEMENTARY Evaluate social studies implementation through the lenses of the 3 questions Discuss and define the foundations of a successful PLC and model during LIT Teams as defined by our new LIT Team Handbook 	 ELEMENTARY Initiate science investigations guided by the 3 questions 	 ELEMENTARY Assess science pilot via the lenses of the 3 questions Continue to improve our standards-based report card system to support question number 2 as well as improve this as a parent communication tool 	 ELEMENTARY Assess science implementation via the lenses of the 3 questions 	 ELEMENTARY Evaluate science implementation through the lenses of the 3 questions 	All new initiatives will be presented through the lenses of the Three Questions. The Three Questions will
	 SECONDARY Continue guiding departments through the 3 questions (checklists) – alignment, assessment, intervention and challenge) Continue to pursue question #2 through development of secondary assessment and reporting documents and practices tied more directly to student learning and more reflective of alignment work 	 SECONDARY Continue to incorporate all new initiatives through the lenses of the three questions. Utilize the 3 questions for continued department improvements 	 SECONDARY Continue to incorporate all new initiatives through the lenses of the three questions. Utilize the 3 questions for continued department improvements 	 SECONDARY Continue to incorporate all new initiatives through the lenses of the three questions. Utilize the 3 questions for continued department improvements 	 SECONDARY Continue to incorporate all new initiatives through the lenses of the three questions. Utilize the 3 questions for continued department improvements 	 The Three Questions will continue to be utilized in guiding Professional Learning Communities (PLC) (grade level, department, staff, etc) through the cyclical process of continued improvement. Sufficient time will be provided to PLC teams for implementation of the Three Questions.
Elementary Science <u>Overall Goal</u> : Revise and establish a new elementary science program.	ELEMENTARY	 ELEMENTARY Research available programs and curriculum models Develop K-5 programming (including revised curriculum and adoption of new materials as needed) which prepares students for 6-12 curriculum 	 ELEMENTARY Select and pilot materials, revise curriculum, develop assessments and adjust report card documents Roll out the new science program in May of 2011 for implementation fall of 2011 	ELEMENTARY • Adopt and implement new science program including curriculum, assessments and materials	ELEMENTARY • Evaluate science implementation through the lenses of the 3 questions	An aligned K-12 science curriculum will be in place. At the elementary level, we will have established science instructional content, assessment, remediation and extension activities in place for all students. Our program will be founded in the best practice in science instructional techniques and the use of appropriate materials.

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School to Career Overall Goal: Establish connections and agreements in implementing School-to- Work programs with local and regional businesses and industries that enhance the work force and provide graduates with gainful employment and/or educational opportunities after high school.	 SECONDARY Create a clearly defined process and support materials to support the implementation of state certified coops Work with district LVEC, School Co-op coordinator, Director of Instruction to inventory current programming/resources, school to work initiatives, and to determine needs Continue work on the state counseling model and the development of career pathways 	 SECONDARY Finalize plan for district implementation of state counseling model standards Complete development and implementation of career pathways/program of studies Continue to monitor and increase student participation in state certification programs and/or other work-based programs Continue to update our career and technical departments to maximize post-high school options for students 	 SECONDARY Continue to strengthen partnerships to support career related experiences for students Continue to implement and hone state counseling model implementation to fit Fort Atkinson's needs in this area Continue to increase student participation in state certification programs and/or other work-based programs Continue to maximize post- high school options for students 	 SECONDARY Continue to strengthen partnerships to support career related experiences for students 	 SECONDARY Continue to strengthen partnerships to support career related experiences for students 	Career-related experiences for all students will enhance preparation to explore and enter life careers that are rewarding to the individual while bolstering a strong work force that supports a rich quality of life in the community of Fort Atkinson and surrounding area. This will have been accomplished through strong and varied partnerships between school and community (i.e. Chamber of Commerce, post secondary institutions, businesses & industry).
Assessment & Reporting Overall Goal: Strengthen assessment practices through	 ELEMENTARY Collect feedback regarding how the district communicates elementary student progress Develop 4K progress report 	 ELEMENTARY Implement changes to the elementary report card as recommended in 2008-2009 Consider parent usage of elementary report card Implement 4K progress report 	 ELEMENTARY See PLC / 3 Questions goal regarding the elementary report card 	ELEMENTARY • Plan for staff development in 2012-2013	 ELEMENTARY Support teachers in utilizing assessment information to specifically inform teaching and learning Help students utilize assessment data to shape and empower their learning 	District-wide, teachers and students will utilize assessment information to specifically inform teaching and learning. Continued improvements will have been made to the K-5 reporting system including improved parent understanding of their
practices through consistent letter grade definition, creation of support documents that communicate students' learning relative to curricular goals and effective utilization of formative and summative assessment.	SECONDARY	 SECONDARY Develop and implement an improved Middle School and High School reporting system Establish a coordinated and comprehensive balanced assessment system that facilitates increased student learning 	 SECONDARY Continue to develop, Implement, monitor and hone an improved Middle School and High School reporting system to enhance teaching and learning Establish a coordinated and comprehensive Balanced Assessment that facilitates increased student learning 	 SECONDARY Integrate the new reporting system through the formal observation and supervision process Continue to support the newly implemented reporting system Continue to provide staff development in Balanced Assessment 	 SECONDARY Integrate the new reporting system through the formal observation and supervision process Continue to support the newly implemented reporting system Continue to provide staff development in Balanced Assessment 	elementary student's progress. A secondary revised reporting system which provides consistent, meaningful information tied to our curriculum and student learning will be in place. Both internal and external populations will have a thorough understanding of the revised secondary reporting system.

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Student Growth Measure Overall Goal: Establish a Student Growth Performance Measure to determine how much academic growth and progress a student has made from a beginning point in a school year to the next point of measurement (middle of the year or the end of the year).	DISTRICT-WIDE	 SECONDARY Use the WI Balanced Assessment Inventory to determine and discuss current 6-12 growth measurements Explore standardized assessment systems that may satisfy needs as determined by our Balanced Assessment Inventory Create a proposal for 2010- 2011 to document student growth with current and/or new assessments *on hold pending the WKCE change 	 DISTRICT-WIDE Continue to utilize local growth measures to monitor student progress and address students not making anticipated growth or exceeding our expectations Wait to select any further growth measure (as needed) until new State assessment (replacement for the WKCE) is established 	 DISTRICT-WIDE Utilize student growth data to enhance learning Share data reports with appropriate stakeholders 	 DISTRICT-WIDE Utilize student growth data to enhance learning Share data reports with appropriate stakeholders 	The district will be accurately measuring academic growth for all students relative to themselves and others and report this information to appropriate stakeholders. A system, linked to Rtl, the 3 questions and differentiation, will be in place to identify and program for student needs. Internal stakeholders will have a clear understanding of the purpose, use and benefit of each assessment.
Data Utilization Overall Goal: Streamline collection, storage and	 ELEMENTARY Streamline collection of elementary data Increase awareness and usage of available student data Implement an internet-based IEP management system 	ELEMENTARY • Continue to effectively utilize Just 5 Clicks to inform and reflect instruction	 ELEMENTARY Continue to effectively utilize Just 5 Clicks to inform and reflect instruction Research methods of day- to-day data usage in an elementary classroom 	 ELEMENTARY Maximize data usage to support the literacy and RtI initiatives Utilize data to drive instruction 	 ELEMENTARY Provide staff development in understanding and utilizing student growth measure data Maximize data usage on a day-to-day basis Maximize data usage to support the literacy and Rtl initiatives 	A systemic process will be in place district-wide by which educators may effectively and efficiently utilize data routinely to inform and support the instruction provided to
reporting of district data to maximize meaningful data utilization.	 SECONDARY Plan and provide Just 5 Clicks training to administrators and teacher leaders Plan an provide Just 5 Clicks training to departments utilizing the custom application 	 SECONDARY Continue to effectively utilize Just 5 Clicks to inform and reflect instruction 	 SECONDARY Utilize data to support and facilitate our balanced assessment, differentiation as well as standards-based reporting initiatives Integrate data usage into our Rtl process Utilize data to make continuous academic program improvements 	 SECONDARY Define and facilitate use of reporting system data Provide staff development in understanding and utilizing student growth measure data Continue to effectively utilize Just 5 Clicks to inform and reflect instruction 	 SECONDARY Utilize data to support and facilitate our balanced assessment and Rtl initiatives Continue to effectively utilize Just 5 Clicks to inform and reflect instruction 	students, support the day- to-day operations, and inform families and the community in a meaningful and purposeful manner.

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Balanced Literacy Overall Goal: Maintain emphasis on K-12 reading instruction.	 ELEMENTARY Provide explicit curriculum documents and professional development related to teaching and assessing: comprehension reading strategies focus genre categories 	 ELEMENTARY Continue to work toward ensuring every student has a quality reading block in terms of instructional time and content Provide professional development to 4K, EC, K, special education, reading staff, first grade teachers, ELL and administrators related to: early literacy language acquisition 	 ELEMENTARY Establish and implement a literacy coaching model Expand and redesign our literacy intervention model Continue to provide staff development to 4K, K and first grade teachers in the area of early literacy and language acquisition Establish a research-based literacy instruction model in our special education reading program Provide staff development to our intermediate teachers on balanced literacy instruction with a focus on: Small group instruction for transitional readers Student-driven instruction Classroom structures to best support learning 	 ELEMENTARY Continue to implement and hone our literacy coaching program Improve our phonics, spelling and word work programs Implement our revised intervention model focusing on monitoring effectiveness of utilized programs Provide full group staff development to groups as needed 	 ELEMENTARY Continue to implement and hone our literacy coaching program Implement our revised intervention model focusing on monitoring effectiveness of utilized programs Provide full group staff development to groups as needed 	A well-defined literacy model which includes a definition of content, instructional methods, assessments and multiple reading interventions for each level (elementary, middle and high) will be established. Staff development will have been provided to teachers on embracing and implementing the distriction
	 SECONDARY Complete English curriculum documents and provide staff development for Language Arts and English teachers Continue to improve current reading interventions for secondary learners Improve reading instruction for secondary special education students Induct and utilize expertise of new MS/HS reading specialist 	 SECONDARY Continue to improve special education reading instruction Explore standardized literacy assessments and interventions 	 SECONDARY Continue to advance our special education classes in the area of literacy Continue to research interventions and adaptive technologies to support struggling secondary readers 	 SECONDARY Consider a discipline- specific literacy integration program to support all readers at the secondary level Monitor interventions in place for effectiveness Continue to research interventions and adaptive technologies to support struggling secondary readers 	 SECONDARY Monitor interventions in place for effectiveness Continue to research interventions and adaptive technologies to support struggling secondary readers 	implementing the district's reading model. Improved student reading performance will be evident

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Diversity <u>Overall Goal</u> : Continue to work on building learning communities where respect and honor are readily recognized as a signature characteristic of the School District of Fort Atkinson.	 DISTRICT-WIDE Continue to increase our staff's diversity knowledge base so as to build upon our work over the past 5 years Begin intensive training in raising the awareness of our students of the ever increasing diversity in our learning community and in the community of Fort Atkinson 	 DISTRICT-WIDE Continue to increase our staff's diversity knowledge base so as to establish an understanding of our school district's ever-changing diversity Continue intensive training of students and staff in working within the ever increasing diversity in our learning community and in the community of Fort Atkinson Make a concerted effort to engage minority populations within our learning communities 	 DISTRICT-WIDE Continue to increase our staff's diversity knowledge base so as to establish an understanding of our school district's ever-changing diversity Continue intensive training of students and staff as to the ever increasing diversity in our learning community and in the community of Fort Atkinson Provide staff and students with working strategies which support the development of a learning community where all populations feel valued and needs are met Make a concerted effort to engage minority populations within our learning communities 	 DISTRICT-WIDE Provide staff and students with working strategies which support the development of a learning community where all populations feel valued and needs are met Make a concerted effort to engage minority populations within our learning communities Utilize community liaisons to reach out to our minority families and better meet their needs 	 DISTRICT-WIDE Provide staff and students with working strategies which support the development of a learning community where all populations feel valued and needs are met Make a concerted effort to engage minority populations within our learning communities 	A district-wide understanding of our school district's ever-changing diversity will have been established. Deliberate efforts will have been made to engage minority populations in a culturally respectful manner. Staff and students will be equipped with working strategies which support the development of a learning community where all populations feel valued and needs are met.