



DRAFT

DISTRICT STRATEGY 2021-2022

01

Great Place to Learn

OBJECTIVE

Engage students in high quality learning that prepares them for life, college and career.

2022 GOALS

- Rank in the Top 4 on the 3rd Grade Wisconsin Forward ELA Assessment by June 30, 2022.
- Rank in the Top 4 on the 8th Grade Wisconsin Forward Math Assessment by June 30, 2022.

OBJECTIVE

Ensure equitable opportunities for all students.

2022 GOAL

- Fully implement a revised K-12 Social Studies curriculum by September 2022, ensuring it represents a world view and provides students the knowledge and skills necessary to thrive in a global world.

02

Great Place to Work

OBJECTIVE

Collaboratively cultivate a positive and diverse work environment.

2022 GOAL

- By January 2022, update the District's Recruitment & Retention Plan to advance the District's Equity Principles throughout the organization.

OUR CORE VALUES:



OUR MISSION: To educate and inspire every student to think, to learn, and to succeed

OUR VISION: Every student ready for Life, College, and Career

03

Great School District

OBJECTIVE

Create maximum educational value for our students, families and community.

2022 GOAL

- By September 2022, increase the District's market share to 82% of all resident students.

OBJECTIVE

Prioritize a culture of wellness with our students and staff.

2022 GOAL

- By April 2022, deploy three wellness strategies that benefit our students and staff.

Elmbrook Schools
become what's next

KEY PERFORMANCE INDICATORS

Our Key Performance Indicators (KPIs) are the District's most important measures. Three-year targets (2022) are established to reflect the organization's commitment to sustained excellence in academic achievement, staff performance, financial management, and stakeholder engagement.

01 Great Place to Learn

METRIC	2016-17	2017-18	2018-19	2019-20	2020-21	2022 TARGET
Junior ACT Composite Score	24.2	24.0	23.8	23.3		24.5
WI Forward ELA Large District Ranking - Grade 3	Top 11	Top 4	Top 10	n/a		Top 4
WI Forward Composite ELA Large District Ranking	Top 11	Top 7	Top 8	n/a		Top 4
WI Forward Math Large District Ranking - Grade 8	Top 9	Top 7	Top 9	n/a		Top 4
WI Forward Composite Math Large District Ranking	Top 5	Top 6	Top 4	n/a		Top 4
Graduates who Complete a College Credit-Bearing Course	80%	85%	88%	87%		88%
High School Students Report Ability to Manage Stress	66%	70%	60%	63%		80%
Grade 6-12 Co-Curricular Participation	78%	76%	77%	71%		85%
Post-Secondary Enrollment for Students with Disabilities	74%	60%	57%	71%		75%
WI Forward Composite ELA Ranking Large Districts - Students with Disabilities	Top 9	Top 14	Top 12	n/a		Top 8
Staff Retention Rate	95%	93%	91%	93%		95%
Staff Engagement Index	83%	80%	78%	74%	77%	80%
Work-Life Balance Index	68%	64%	61%	64%	65%	75%
Health Plan Members with 2 or fewer Health Risk Factors	n/a	84%	88%	77%	81%	90%
State Ranking on Wisconsin's District Report Card	6th	3rd	3rd	n/a		Top 3
Schools Achieving Highest Rating on Wisconsin's School Report Card	9	8	8	n/a		9
State Ranking on Junior ACT Composite	4th	2nd	3rd	TBD		Top 3
Healthcare Cost Center	\$12M	\$10.5M	\$9.9M	\$10.8M		<\$10.5M
Resident Student Enrollment	6,477	6,839	6,973	7,085	7,093	7,607
Resident Student Market Share	78%	78%	80%	80%	80%	82%
Family Survey - <i>Recommend My Child's School to a Friend</i>	94%	93%	91%	96%		90%

02 Great Place to Work

03 Great School District

become what's next

CORE VALUES

OUR MISSION: To educate and inspire every student to think, to learn, and to succeed

• **OUR VISION:** Every student ready for Life, College, and Career



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EQUITY PRINCIPLES

As a District committed to equity, we seek to eliminate opportunity gaps based on student and family identities and their intersectionality such as, but not limited to, race, color, creed, national origin, citizenship status, ancestry, religion, sexual and gender identity, economic status, linguistics, age, and physical, mental, emotional, learning disability status so that all students thrive.



Staff explore their own unique background, experience and biases, in order to understand and connect with others in our community and beyond.

Identity Work



We are responsible for creating a school system that maximizes the potential of every student and removes barriers to teaching and learning.

Responsibility



We expect all educators to actively participate in Professional Learning Community Co-plan/Co-serve/Co-learn Teams (PLC-C3) in order to develop each other's capacity and meet the needs of all learners.

Collaboration



We adopt curriculum and design instruction, feedback and assessments in order to proactively affirm and engage each learner based on their unique backgrounds and experiences.

Curriculum and Instruction



We align all District policies, procedures, resource allocations and continuous improvement in support of these Equity Principles to achieve our mission.

Alignment



We recruit, hire and retain a talented and diverse workforce through a comprehensive plan.

Diversity of Workforce

PRIORITIZED OPPORTUNITY GAPS

OUR MISSION: To educate and inspire every student to think, to learn, and to succeed • **OUR VISION:** Every student ready for Life, College, and Career

Male.....	51%
Female.....	49%
Students with Disabilities (SwD)	10%
Low Socioeconomic Status (SES)	10%
English Learner	3%
Gifted and Talented	7%
American Indian or Alaska Native	<1%
Asian	16%
Black or African American	3%
Hispanic/Latino	7%
Native Hawaiian or Other Pacific Islander....	<1%
Two or more races	5%
White	69%

Student Demographics

Male.....	36%
Female.....	64%
American Indian or Alaska Native	<1%
Asian	3%
Black or African American	2%
Hispanic.....	<1%
White	94%

Staff Demographics

MAKING PROGRESS



Social Studies Curriculum (Grades KG-12)

Proposed Social Studies Curriculum will present an expanded world view and will be reviewed by the Board in July, with the possible addition of AP World History in 2022.



Implement 4-Year-Old Kindergarten (Sept 2021)

Adding universal 4K in all elementary schools will provide greater access to early childhood education, especially for those families with financial hardships and linguistic diversity.



Reduced Discipline Incident Gaps

Since 2016, the gap between discipline incidents for students of color and white students has decreased by 40%.

UP NEXT



All Students Grade 3

All students proficient readers by Grade 3.



All Students Grades 3-12

10% responded unfavorably when asked if they felt a sense of belonging (e.g. belong a little to not at all).



Students with Disabilities (Grades 9-12)

15% fewer students pursue a post-secondary experience after graduation.



Low SocioEconomic Status (Grades 6-12)

10% fewer students participate in at least one co-curricular activity.



All Staff

6% of all staff members identify as a person of color, 25% less than student population.

RESPONDING TO OPPORTUNITY GAPS

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BUILD STAFF CAPACITY



All Teachers completed 2-4 hours of training to understand one's own identities and biases.

Identity Work (2018-2020)



Added required staff training modules on Cultural Competence and Diversity Awareness to Safeschools Learning Platform.

Identity Work (2020)



Train all educators on effective Professional Learning Community Co-Plan/Co-Serve/Co-Learn Teams

Collaboration (By Sept 2022)



Over the past five years, 12 Curricular Areas have been renewed following an 18-month process, impacting course offerings and curriculum.

Curriculum (Ongoing)



Consistently deploy Academic Career Planning for all students in grades 6-12 to encourage participation in rigorous coursework.

Academic and Career Planning (By Sept 2022)



(District Goal) - Update the District's Recruitment & Retention Plan to advance the District's Equity Principles throughout the organization.

Staffing (By Jan 2022)



As Board Policies are reviewed every three years, consider barriers to student opportunity/participation such as course or co-curricular fees.

Board Policy Review (Ongoing)



(District Goal) - Deploy three strategies that benefit the well-being of our students and staff.

Strategic Planning (April 2022)



Partner with our school and district parent groups to provide opportunities for families to learn about opportunity gaps and help address inequities (e.g. EEF Elmbrook Connect Initiative)

Community Engagement (Ongoing)