

# SWALLOW SCHOOL DISTRICT

## Board of Education Goals for 2011-12

### **Goal #1: Study and Plan for District's Financial Future**

The District will focus on sustaining the current financial condition of the District and the ability to continue to offer outstanding educational services to our students. The Board will make sound financial decisions based on conservative projections to assure the long-term fiscal viability of the District.

- The Board and administration will initiate formal planning to address the financial well-being of the District into the foreseeable future including evaluating long term debt and our fund balance
- The Board and administration will study all facets of the business office functions as related to the budgeting process, cash flow, and purchasing processes
- The Board and administration will also review the building and grounds to ensure that a fiscally responsible maintenance and replacement schedule is developed and implemented

#### **Indicators:**

- The Board will hold a Work Session prior to the start of the 2012-13 budget development process in February 2012 to review the financial forecast of the District
- The Board will conduct an Open Forum to inform the public of the District's financial status by February 2012
- The administration will provide formal documentation of the budgeting and purchasing processes and statement of cash flow management
- Reports will be periodically presented to the Board that detail the status of the building and grounds and recommendations for capital improvements along with a schedule of maintenance.
- Interview students and families to know why they attend Swallow or if choosing to Open Enroll out, why they are doing so

**Goal Leaders:** Jim Douglas, John Quast, Joan Fritzler, and Melissa Thompson

### **Goal #2: Create and Implement Changes to Key Personnel Policies and Processes**

The District will focus on key personnel policies and processes to ensure our ability to continue to recruit, hire, and retain outstanding educators and school staff for the benefit of our students.

- The Board, administration, and staff with feedback from the community will work collaboratively to compile, create, and deploy an Employee Handbook that is in compliance with recent changes in State law
- The administration with a team of school staff and the Board will participate in the development of a comprehensive teacher and staff evaluation process that is focused on professional growth and performance and implementation of school and district goals and objectives to best serve our students' learning needs

#### **Indicators:**

- Personnel Policies: Employee Handbook
  - Determination of process for the creation of the Employee Handbook by the School Board in September

- Policy Committee meetings in September, October, November, and December 2011 to compile and create the Employee Handbook
- Initial readings of proposed Employee Handbook in November and December 2011
- Final Board approval for Employee Handbook at January 2012 meeting
- Staff Evaluation Tools:
  - Participation in the Teacher Evaluation Consortium with other local school districts in SE WI in conjunction with the State Level Task Force to explore different models and state direction in this area
  - Updates at Policy Committee meetings and monthly Board meetings beginning in October
  - Initial readings of proposed evaluation policies in March and April 2012
  - Final Board approval of evaluation policies at May 2012 meeting

**Goal Leaders:** Karen Trimble, John Fuhs, Joan Fritzler, Melissa Thompson, Char Hall, Lynn Welscher

### **Goal #3: Individual Student Focus**

The District will keep at the forefront its ongoing belief that student learning is the primary purpose of the district and that student learning will drive the District's decision-making, resource allocation, and daily work.

- The District will further enhance its focus on assuring that every child is successful to the maximum of his/her abilities through the continued exploration and development of the most effective service delivery model to meet the needs of each student
- The District will implement benchmarks and use assessments to create individual student growth data that can be used to personalize and drive instruction.

### **Indicators:**

- The District will explore what data is most critical and timely to inform the daily instruction of students so that instruction meets the needs of each student in both the short and long term
- School staff will collaborate with the other K-8 feeder schools and Arrowhead High School to ensure that our curriculum and assessments are aligned to ensure student preparedness for ninth grade and beyond in the 21<sup>st</sup> century
- Take the recommendations of Special Education consultants and the Student Services Team to implement best practices and strategies to provide the most effective service delivery model for students with special needs
- Review the Gifted and Talented Program Plan and update as needed to ensure that all students are receiving instruction that stretches and grows them as learners
- Over the next three years, student performance on the WKCE will improve as indicated by increasing the number of students in the advanced proficient and proficient areas, with numbers increasing the most in the advanced proficient designation
- Students will meet or exceed SRI and SMI expected growth targets
- Teachers and administration will review programming at the upper elementary and middle school levels and make course and curriculum recommendations as needed
- There will be a specific focus on transition planning and communication relative to students preparedness for graduating from Swallow and entering high school
- A progress report on this process will be provided to the Board by the March 2012 meeting

**Goal Leaders:** Karen Trimble, Becky Morrison, Char Hall, Lynn Welscher, Melissa Thompson

#### **Goal #4: Staff Development**

In order to fulfill the District's mission to inspire every child to achieve maximum potential for future success as a self-directed, problem-solving, responsible, life-long learner we must provide targeted and in-depth staff development for our entire school staff. This staff development needs to be aligned with district goals and objectives, ongoing, differentiated to meet the needs of different staff depending on personal expertise and prior demonstrated knowledge, and there must be an expectation that the staff learning translates into changed professional practice.

- The school staff will work collaboratively to develop and engage in a continual curriculum and programming review process that includes the use of student achievement and growth data, longitudinal achievement data, 21<sup>st</sup> century and common core curriculum models.
- The staff will continue to receive focused professional development and coaching to differentiate instruction effectively for all students based on student data and observation of student learning needs
- The RTI committee will continue to participate through CESA to develop and deploy an effective and tiered model of academic instruction at Swallow that takes student learning measures and effectively pairs them with effective, time bound, well-implemented responses to intervene and grow student learning in all students
- The staff will be developed and coached so that all of the technology available in classrooms at Swallow is used to transform student learning experiences and outcomes that could not be achieved without its use.

#### **Indicators:**

- The master calendar will include Early Release and Staff Meeting time to provide staff development that meets the above goals
- The staff will engage in specific staff development focused on our areas of emphasis including:
  - Response to Intervention
    - using data to drive instruction
  - Differentiation of Instruction
    - Special Education
    - At-Risk students
    - Gifted and Talented
- Grade level and vertical teams of teachers will convene to review the curriculum and programming provided to students by March 2012
- School staff will collaborate with the other K-8 feeder schools and Arrowhead High School to ensure that our curriculum and assessments are aligned to ensure student preparedness for ninth grade and beyond in the 21<sup>st</sup> century
- Students will meet or exceed SRI and SMI expected growth targets
- Teachers will incorporate the use of technology into their instructional practice on a regular basis.
- The staff will be innovative in their use of 21st Century Learning Strategies and will incorporate these practices into their instructional design.
- The staff will engage in reflective practice and personal goal setting relative to the areas of emphasis for staff development this year and discuss these reflections and goals with the administration by May 2012

- A progress report on this goal will be provided to the Board by the June 2012 meeting

**Goal Leaders:** Becky Morrison, Karen Trimble, Melissa Thompson, Char Hall, Lynn Welscher

### **Goal #5: Community Connections and Communication**

The District values the strong and supportive relationships and partnerships that exists between Swallow School and our community and wants to ensure that there is thorough and timely two-way communication with all stakeholders to continue to build and strengthen these relationships and partnerships.

- The District believes that these relationships and partnerships can assist in the creation of a better understanding of school and student goals, progress, and needs for the future and are dependent on accurate and timely communication that is expected and easily accessible.
- The community can be more aware of school and student goals, progress, and needs when an annual calendar outlining Board meetings and work is available to all community members.
- Our students can benefit most from a school that communicates directly with Arrowhead High School and other local feeder schools to ensure the best preparation for high school and life beyond their K-12 education.
- Our students can benefit from community partnerships and communication which advances their opportunity to learn about careers, post-secondary institutions, and students in other parts of the state, country, and world to ensure preparedness for being an active citizen in the 21<sup>st</sup> century.

#### **Indicators:**

- The administration will develop and deploy a survey to understand communication patterns and needs amongst various stakeholders during the Fall of 2011
- Survey data will be used in the development of a comprehensive communication plan
- The new website will be launched by November 1, 2011
- Staff development will occur to outline and clarify expectations about what should be communicated, to whom, when, and using what mode of communication based upon the communication plan.
- Staff will participate in feeder school meetings with Arrowhead to ensure that the transition planning is done well and communicated to students and parents.
- The Board will discuss and determine the best way to communicate Board action to the community prior to official minutes being approved at the next meeting.
- The administration will communicate with local service organization to attend meetings and conduct presentations about our school
- The staff will work to ensure that students are involved in career and college planning activities and use members of the community to assist in this process.
- Staff will create and use assignments and safe learning opportunities for students to network with other students around the state, country, and globe to collaborate and learn from one another.
- The administration in consultation with the staff, board, and community will seek to formalize key partnerships with local corporations to assist in providing relevant and unique student experiences aligned to curriculum goals.

**Goal Leaders:** Becky Morrison, John Fuhs, Melissa Thompson, Char Hall, Lynn Welscher, Kristin Magnuson, and Vicky Esgar

## **Goal #6: Operations**

The District strives to ensure the operational processes of the district promote the health and safety of the entire school community.

- The administration will make sound operational decisions on the day to day management of the school that comply with all germane guidelines and mandates
- The administration and Board will work together to determine and act on recommendations related to the building and grounds that promote safe and responsible use of our school property

### **Indicators:**

- Buildings and Grounds:
  - Conduct thorough walk of buildings and grounds and document known concerns
  - Review repair and maintenance history for major building mechanicals and maintenance areas (i.e. parking lot, roof)
  - Contract with experts to assess short and long term needs to create a maintenance and replacement schedule for mechanicals and facilities needs
  - Assess building spaces to determine how they meet current needs to promote educational best and next practices
  - Develop a capital improvement priority list and schedule for the next 10 years
  - Develop and solicit Requests for Proposals for work that should be completed within next 12 months, select vendor, and schedule work for appropriate time
- Campus Safety and Security:
  - Review the building and grounds to ensure that facilities are safe and in good repair
  - Review building access including the issuance of keys and daily unlocking and lock-up procedures
  - Purchase and install cameras for high traffic entry and exit areas and key exterior locations
  - Review and revise the school crisis plan
  - Distribute the school crisis plan to staff and communicate key aspects to parents and students
  - Conduct safety drills in accordance with state mandates and staff development needs throughout the year
- Responsible use of school facilities:
  - Review the District's building rental policy
  - Review practices related to building access (i.e. the distribution of keys) and make recommendations as needed to inform board policy and/or daily operations

**Goal Leaders:** John Quast, Jim Douglas, Melissa Thompson, Joan Fritzler, Jeff Grunwald, Kristin Magnuson