



# Sun Prairie Area School District

Futures depend on us...every child, every day.

## 2017-18 Department Level Scorecard and Action Plan

Department: Student Services	Director: Jennifer Apodaca
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Link to [District Scorecard](#)

Associated Results Policies: [Mega Result SR-1](#), [SR-2 Academics \(Literacy\)](#), [SR-2 Academics \( Math\)](#), [SR-3 Student Personal Development](#), [OE-10 Learning Environment/Discipline](#)

Teaching, Learning and Equity Annual Goal: All students surpass their annual academic growth targets and graduate ready for success. Pillar Captain - Stephanie Leonard-Witte								
Vital Measure	District Level Strategic Actions from Scorecard	Process Lead(s)	Supporting Department Level Strategic Actions	Artifacts	Measures	Timeline	Stop Light	EOY Stop Light
Increase the number of schools <a href="#">exceeding expectations on statewide school report cards</a>	Implement math scope and sequence	Jennifer	Focus on K-12 co-planning behaviors, specifically within new math curriculum implementation <ul style="list-style-type: none"> <li><a href="#">Results based co-planning tool</a></li> <li><a href="#">Co-teaching in a personalized environment</a></li> <li><a href="#">Special Ed alignment to Bridges planning guide</a></li> <li><a href="#">Block Scheduling PD Listen Fors</a></li> <li><a href="#">Updated handbook language includes co-planning emphasis</a> (Draft)</li> <li><a href="#">TOSA Action Plan</a></li> </ul>	Action Plan <ul style="list-style-type: none"> <li>TOSA</li> <li>6-12 Math Committee</li> </ul>	55% of students with disabilities will be at or above benchmark in math as measured by spring '18 STAR (Spring '17 baseline 41%)	September 2017	Yellow	
			Secondary: Replacement Curriculum Review <ul style="list-style-type: none"> <li><a href="#">Action Plan Overview</a></li> <li><a href="#">Scope and Sequence</a></li> <li><a href="#">The Work</a></li> </ul>	Action Plan Recommendations Replacement Budget Replacement Cycle	41% at or above 11% on watch 18% intervention 30% urgent  <a href="#">Winter</a> 41% at or above	Dec/January 2017/18		

		<ul style="list-style-type: none"> <li><a href="#">The Outcomes</a></li> <li><a href="#">ZBB spreadsheet</a></li> </ul>			11% on watch 20% intervention 28% urgent	May 2018		
		Equals Math Curriculum Implementation Year 1 <ul style="list-style-type: none"> <li><a href="#">Monthly PLC Agenda</a></li> <li><a href="#">Action Plan</a></li> <li>Creation of the Equals Math Team Drive</li> </ul>	Action Plan					
		Leadership Coaching for Impact (All) <ul style="list-style-type: none"> <li><a href="#">SSL Agenda</a></li> <li><a href="#">Building data analysis</a></li> <li><a href="#">Special Education Progress Monitoring Folder (private)</a></li> <li><a href="#">SLO/PPG Alignment (Private)</a></li> </ul>	Action plan		65% of students with disabilities will meet their math growth or accelerated growth goal from fall to spring	September 2017		
Refine conferring in the area of literacy	Jennifer				65% of students with disabilities will meet their reading growth or accelerated growth goal from fall to spring	September 2017		
		MeVile to WeVile Curriculum district-wide implementation Year 2 <ul style="list-style-type: none"> <li><a href="#">Monthly PLC agenda</a></li> <li><a href="#">Action Plan</a></li> <li>Creation of the MeVile Team Drive</li> </ul>	Action plan		Dec/January 2017/18			
					40% of students with disabilities will be at or above benchmark in reading as measured by spring '18 STAR (Spring '17 baseline 29%)	September 2017		
					29% at or above 10% on watch 22% intervention 39% urgent	Dec/January 2017/18		
		Elementary Special Education Literacy Taskforce Focus: Learning Progressions and Text Bands <ul style="list-style-type: none"> <li><a href="#">Action Outline</a></li> <li><a href="#">PD Plan</a></li> </ul>	Action outline		<a href="#">Winter</a> 26% at or above 12% on watch 21% intervention 41% urgent	May 2018		
		Secondary Special Education Replacement Curriculum Review <ul style="list-style-type: none"> <li><a href="#">Action Plan</a></li> <li><a href="#">The Continuum</a></li> <li><a href="#">The Work</a></li> </ul>	Action Plan Recommendations Replacement Budget Replacement Cycle					

			<ul style="list-style-type: none"> <li><a href="#">The Outcomes</a></li> </ul>					
Develop a district-wide framework for student-centered coaching	Jennifer	<p>Study the Sweeney model of Student Centered Coaching and collaborate with the TLE Directors to create our district model and implementation action plan.</p> <ul style="list-style-type: none"> <li><a href="#">Blueprint for Student Centered Coaching</a></li> <li><a href="#">SSL Agenda</a></li> <li><a href="#">Spec Ed Student Centered Coaching Leads</a></li> </ul>	<p>TLE Meeting agendas</p> <p>Job-alike agendas</p> <p>Coaching timeline and implementation</p>	<p>Creation of District model and implementation action</p>	<p>Nov 2017</p> <p>Feb 2018</p> <p>April 2018</p>			
Implement new attendance procedures, including the study/tracking of out-of-class time	Jennifer	<p>Implement the ESSA compliant revised attendance procedures district-wide.</p> <ul style="list-style-type: none"> <li><a href="#">Creation of District web page</a></li> <li><a href="#">PD Powerpoint</a></li> <li><a href="#">Attendance Priority Checklist</a></li> <li><a href="#">Updated letters in IC</a></li> <li>Risk Ratios calculated &amp; shared quarterly w principals &amp; district leaders (confidential)</li> </ul>	<p>Implementation notes/team meeting minutes/Job-alike minutes</p>	<p>Attendance rates (students with greater than 10% unexcused absence)</p> <p>Implementation of action plan</p>	<p>Nov 2017</p> <p>Feb 2018</p> <p>April 2018</p>			
		<p>Lead the development of a tracking system for the amount of time a student spends outside of the classroom (comprehensive school attendance)</p> <ul style="list-style-type: none"> <li><a href="#">TOSA Research</a></li> <li><a href="#">LC agenda 2/8</a></li> </ul>	<p>The identified tracking system</p>	<p>Identified method of tracking the amount of time a student spends outside of the classroom</p>	<p>Nov 2017</p> <p>Feb 2018</p> <p>April 2018</p>			
Revise PLC framework for equity focus, implement and monitor	Jennifer	<p>Collaborate with LC and TLEC in the development of, monitoring of and implementation of structures related to Equity Focused PLCs.</p> <ul style="list-style-type: none"> <li><a href="#">SSL Agenda</a></li> <li><a href="#">Building data analysis</a></li> <li><a href="#">Special Education Progress Monitoring Folder (private)</a></li> <li><a href="#">SLO/PPG Alignment (Private)</a></li> <li><a href="#">Results based co-planning tool</a></li> <li>PEG LEADS and DELT participation and homework</li> </ul>	<p>Monitoring for Impact Action Plan (Leadership Coaching for Impact)</p> <p>Student Services PLC Development Action Plan</p>	<p>Implementation of action plans</p>	<p>Nov 2017</p> <p>Feb 2018</p> <p>April 2018</p>			

Increase the district mean on the Student Engagement Survey	Increase the number of classrooms implementing student-centered learning strategies	Jennifer	Participate in the process to define the framework for personalized learning and include reference to student services and special education within. <ul style="list-style-type: none"> <li>● # of spec ed teachers enrolled in course</li> <li>● <a href="#">Co-teaching in a personalized environment</a></li> <li>● <a href="#">SPED PL Survey</a></li> <li>● <a href="#">Personalized Learning Look For Tool</a></li> <li>● <a href="#">Personalized Learning Look Fors</a></li> </ul>	Meeting minutes  Established PL framework to include reference to student services and special education	Increase # of special ed teachers who have completed the PD course related to personalized learning	Nov 2017  Feb 2018  April 2018			
	Examine district policies, practices, programs, structures, climate, and culture to identify barriers to equity and produce report including recommendation for 2018-19 site equity teams	Jennifer	Facilitation of job-alike equity discussions specifically focused on : <ul style="list-style-type: none"> <li>● Create quarterly risk ratio data for all schools and levels (confidential)</li> <li>● Special education risk ratios (referral and qualification) (confidential)</li> <li>● Discipline data for SWD (confidential)</li> <li>● Attendance data for SWD (confidential)</li> <li>● Reading and Math data for SWD (confidential)</li> <li>● Data used within data summits and strategy review meetings</li> </ul>	Job-alike minutes <ul style="list-style-type: none"> <li>● <a href="#">SSL</a></li> </ul> Distribution lists	Establish and monitor risk ratios on a quarterly basis (literacy, numeracy, attendance, suspension and referral to special education)	Nov 2017  Feb 2018  April 2018			
			Participate in the identification of systemic barriers to equity <ul style="list-style-type: none"> <li>● PEG DELT participation 9/7, 1/5, 3/1, 4/5</li> <li>● PEG Beyond Diversity participation 9/27, 9/28</li> <li>● PEG LEADS participation 1/25, 5/24</li> </ul>	<a href="#">SPASD PEG Action Plan</a> PEG attendance Homework completion					Nov 2017  Feb 2018  April 2018
			Design and implement infrastructure; racial equity transformation (via use of risk ratios and review structures) <ul style="list-style-type: none"> <li>● Development and distribution of risk ratio reports. (confidential)</li> <li>● Use of risk ratio reports <a href="#">SSL meetings</a>, <a href="#">LC Strategy Review Meetings</a>, spec ed PLCs @ sites.</li> </ul>	<a href="#">SPASD PEG Action Plan</a>					Nov 2017  Feb 2018  April 2018
Research in and development of flexible scheduling options	Jennifer	Research alternatives to sending students outside of the district and develop recommendations and action timeline. <ul style="list-style-type: none"> <li>● <a href="#">January 21 Meeting Minutes</a> (EBD)</li> <li>● <a href="#">DBT Pilot Team Agenda</a></li> </ul>	Minutes  Action Plan  Implementation Plan	Completed study  Complete recommendations  Implementation Plan	Nov 2017  Feb 2018				

			Budget	Developed	April 2018		
		<p>Ensure student services leadership participation on building level committee work related to flexible scheduling.</p> <ul style="list-style-type: none"> <li>• <a href="#">Secondary PMs Action Plan</a></li> <li>• Secondary Sped Ed Reading Committee</li> <li>• Secondary Spec Ed Math Committee</li> <li>• <a href="#">Listen fors - Block Scheduling PD</a></li> <li>• <a href="#">Cohort participation</a></li> <li>• <a href="#">6-12 spec ed updated handbook language</a></li> </ul>	<p>Meeting minutes</p> <p>Quarterly updates to the SSL Group</p>	<p>Completed study</p> <p>Complete recommendations</p> <p>Implementation Plan Developed</p>	<p>Nov 2017</p> <p>Feb 2018</p> <p>April 2018</p>		
		<p>Ensure counselors' active involvement in the establishment of scheduling and course guide development timelines that support flexible scheduling.</p> <ul style="list-style-type: none"> <li>• <a href="#">Secondary Counselor PLC Meeting Minutes</a></li> <li>• <a href="#">Career Cruising PD Plan</a></li> <li>• <a href="#">Health Standards 2/20 Roster</a></li> </ul>	<p>Meeting minutes</p>		<p>Nov 2017</p> <p>Feb 2018</p> <p>April 2018</p>		
Identify SEL (social emotional learning) competencies and develop implementation plan	Jennifer	<p>Curriculum Renewal and Design Year 1 and 2 action plan steps within <del>Social Studies</del>, Health and PE with counselor groups.</p> <ul style="list-style-type: none"> <li>• <a href="#">2/20 Committee Agenda</a> and <a href="#">Roster</a></li> <li>• <a href="#">Elementary Counselor Agenda</a> (see mindsets and behaviors)</li> <li>• <a href="#">SEL Kick Off Meeting 1/17</a></li> <li>• <a href="#">Interest Survey</a></li> </ul>	<p>Meeting minutes</p> <p>Recommendation</p> <p>Implementation plan</p>	<p>Assemble study plan</p> <p>Assemble action plan</p> <p>Committee assembled</p> <p>Agendas</p>	<p>Nov 2017</p> <p>Feb 2018</p> <p>April 2018</p>		
		<p>Co-facilitate ACP Implementation Year 1 including secondary counselor PLC meetings</p> <ul style="list-style-type: none"> <li>• <a href="#">Secondary Counselor PLC Agenda</a></li> <li>• <a href="#">ACP Implementation Team Agenda</a></li> <li>• <a href="#">Board Update 1/9/18</a></li> <li>• <a href="#">Career Cruising Super Users by Site</a></li> </ul>	<p>Action plan</p> <p>Meeting minutes</p> <p>End of year data</p>		<p>Nov 2017</p> <p>Feb 2018</p> <p>April 2018</p>		

**Workforce Focus Strategic Goal:**  
**Proactively recruit, retain and engage talent that reflects and is responsive to our diverse community.**  
**Pillar Captain - Malika Evanco**

Vital Measure	Strategic Actions	Process Lead(s)	Supporting Department Level Strategic Actions	Artifacts	Measures	Timeline	Stop Light	EOY Stop Light
Employee Retention (Turnover)	<p>All schools/ departments will be given turnover/ retention data to implement the following strategies:</p> <p>Stay interviews through rounding</p> <p>Completion of onboarding checklist within 30 days of new hire start date</p> <p><a href="#">Recruitment &amp; Retention Strategies for Administrators</a></p>	Jennifer	<p>Development and implementation of special education employee retention plan which will include the addition of a special education teacher mentor and a TOSA focused on supporting special education teacher development.</p> <ul style="list-style-type: none"> <li>Sped Ed Mentor</li> <li><a href="#">Recoupment and Retention Plan w HR</a></li> <li>Met with 5 staff members on 12/20 to propose retention plan. Commitments secured. (HR documentation)</li> <li>UW and Sun Prairie recruitment fairs participation logs.</li> </ul>	Special Education Employee Retention Action Plan	Turnover Data - Maintain an employee turnover rate that is at or less than 10%	<p>Nov 2017</p> <p>Feb 2018</p> <p>April 2018</p>		
			<p>Completion of onboarding checklist within 30 days of new hire start date.</p> <ul style="list-style-type: none"> <li>Added column to our Student Services Hiring Spreadsheet to indicate completion of checklist. (confidential document)</li> <li>Monitor monthly at <a href="#">SSL meeting</a> during Coffee Talk w the Ladies.</li> </ul>	Completed checklists	Number of Completed Onboarding Checklists	<p>Nov 2017</p> <p>Feb 2018</p> <p>April 2018</p>		
Employee Engagement	Based on Employee Engagement results, identify the two most critical areas of improvement and identify/implement strategies to address.	Jennifer	<p>I will use the spring Employee Engagement data to develop an action plan based on the two most critical areas of improvement and implement that action plan (crosswalk with outwardly facing SET commitments)</p> <ul style="list-style-type: none"> <li>Monthly Keurig Side Chats</li> <li>Weekly Student Services Leadership Team communication</li> <li>District newsletter</li> <li>Fall and winter student services department socials</li> </ul>	Action Plan	Spring Employee Engagement Survey Outcomes	<p>Nov 2017</p> <p>Feb 2018</p> <p>April 2018</p>		

			<ul style="list-style-type: none"> <li>Mindful mornings at DO</li> </ul>					
Employee Recruitment	<p>Diversity data will be provided to each school/ department with a goal. Each department/school will identify strategy to meet goal.</p> <p><a href="#">Recruitment &amp; Retention Strategies for Administrators</a></p>	Jennifer	<p>By asking existing employees for recommended professionals of color and by reaching out to professionals and institutes of higher education, I will develop a personal “short list” of potential candidates of color from which I will draw when recruiting for open positions.</p> <ul style="list-style-type: none"> <li>Whitewater recruitment trip</li> <li>List of people to call upon updated to include 3 additional possible grow our own or emergency license staff. (confidential)</li> </ul>	<p>Short list</p> <p>Communication log</p>	<p>Student Services and Special Education Staff Diversity Data</p>	<p>Nov 2017</p> <p>Feb 2018</p> <p>April 2018</p>		

**Community Engagement Annual Goal:**

**Excel in how we serve all stakeholders and build relationships with families, community members, and businesses that promote positive outcomes for students.  
Pillar Captains - Brad Saron, Patti Lux-Weber**

Vital Measure	Strategic Actions	Process Lead(s)	Supporting Department Level Strategic Actions	Artifacts	Measures	Timeline	Stop Light	EOY Stop Light
Parent Satisfaction Survey	Review and refine communication at site levels	Jennifer	Implementation of Year 2 of Family University to include 3 student services related events <ul style="list-style-type: none"> <li>• WEF added sectional re: post-secondary accommodations for SWD</li> <li>• MATC Thinking Forward leadership and presence</li> <li>• Hosted ARC event in January</li> <li>• Screenagers viewing held in October</li> <li>• Bully Booklet in production</li> <li>• Updated Attendance page online for parents</li> <li>• Special Ed Parent Resource Guide in production to be released with district materials in Fall of '18</li> <li>• Initial conversations re: development of a parent group (1/7/18, 3/2/18)</li> </ul>	Family University Calendar  Family University Planning Documents	Family University Calendar - 3 student services related events	Nov 2017  Feb 2018  April 2018	Green	
			Completion of the WI DPI Indicator 8 <a href="#">Parent Involvement Survey</a> so that we have data that can drive our 2018-19 special education action plans around special education parent engagement. <ul style="list-style-type: none"> <li>• Window open. Process underway</li> <li>• <a href="#">Weekly Specialist agenda 1/17/18</a></li> </ul>	Indicator 8 Parent Involvement outcomes	Completion rate that exceeds our DPI determined sufficiently representative rate (to be determined)	Feb 2018  April 2018  June 2018		
Community Engagement Baseline	Implement "Phase Two" Communication Plan  Implementation of	Jennifer	Explicitly recruit parents of diverse backgrounds to participate in student services facilitated district committees <ul style="list-style-type: none"> <li>• <a href="#">ACP Implementation Team Roster</a></li> </ul>	ACP Committee membership, Restorative Practices study teams	Committee membership numbers	Nov 2017  Feb 2018  April 2018	Yellow	



	SET Commitments (Service Excellence Team)		Student Services related website updates and participation in the website review process <ul style="list-style-type: none"> <li>● <a href="#">ACP</a></li> <li>● <a href="#">Attendance</a></li> <li>● <a href="#">LGBTQ Parent Resources Page</a> including bullying, harassment and discrimination</li> <li>● <a href="#">Student Services &amp; Special Education Page cleaned and tightened up</a></li> <li>● Pogue on Website Update Committee</li> <li>● Bully Booklet in production</li> <li>● Spec Ed Parent Resource Guide in production</li> <li>● Website accessibility participation</li> </ul>	See left	Website/web page hits	Nov 2017  Feb 2018  April 2018		
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**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.**

**Pillar Captain - Janet Rosseter**

Vital Measure	Strategic Actions	Process Owner(s)	Supporting Department Level Strategic Actions	Artifacts	Measures	Timeline	Stop Light	EOY Stop Light
Begin enrollment management planning 2.0.	Facilities can accommodate best teaching practices	Jennifer	Participate in the Secondary Space Solutions Study process from the perspective of social-emotional learning as well as opportunities for our students with disabilities. <ul style="list-style-type: none"> <li>Feb 7th Meeting Participation</li> <li><a href="#">Secondary SSM Agendas</a> (evidence of planning)</li> </ul>	Meeting minutes and outcomes	Secondary Space Recommendations to the School Board	Nov 2017  Feb 2018  April 2018		
Create a sustainable, equitable, and aligned resource allocation plan for the 2018-19 school year.	Staff allocation plan for referendum Operating Budgets for new schools	Jennifer	Facilitate equitable and responsible student services and special education resource distribution as we move from 7 to 9 elementary schools in the 2018-19 school year. <ul style="list-style-type: none"> <li>Ongoing Budget Agenda includes all supporting documents (confidential)</li> <li>Elementary and Secondary staffing workbooks (confidential)</li> <li><a href="#">18-19 Student Services Staffing Needs document</a></li> </ul>	Meeting minutes  Staffing formulas  Student Services budget documents	2018-19 Student Services and Special Education budget plan	Nov 2017  Feb 2018  April 2018		
Increase the district's financial position	Assign conserved funds to the Fund Balance	Jennifer	Establish processes, timelines and checks and balances to support maximum Fund 27 reimbursement (medicaid reimbursement, High Cost aid and categorical aid) in order to decrease the amount of fund 10 transfer that needs to occur in order to keep our Fund 27 expenditures and Fund 27 revenues balanced. <ul style="list-style-type: none"> <li>Ongoing Budget Agenda includes all supporting documents (confidential)</li> </ul>	Monthly billing checks  Monthly IEP service checks  Licensure checks 3x/yr  High Cost Logs/process  Kompas Care ongoing trainings	Financial Data submitted to the Director of Finance mid-July 2018 to support the creation of the 2018-19 budget	Nov 2017  Feb 2018  April 2018		

				Kompas Care fiscal summary				
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