Sun Prairie Area School District
Futures depend on us...every child, every day.

2018-19 School Scorecard

School: Horizon Elementary	Principal: Michelle Kelly

Link to District Scorecard
Link to Elementary TLE 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, OE-11 Instructional Program

Teaching, Learning and Equity Annual Goal: **All students surpass their annual academic growth targets and graduate ready for success.** **District Objective:** Increase the number of schools exceeding expectations on statewide school report cards				
Results Measures	**Q1**	**MY**	**Q3**	**EOY**
Numeracy goal Increase the number of FAY students proficient and advanced on the STAR math assessment from fall to spring 2018-19. Fall: 75% to Spring Goal: 80%	Fall: 75%	Winter: 82%	No 3rd Quarter STAR Data	Spring: 82%
Literacy goal Increase the number of FAY students proficient and advanced on the STAR reading assessment from fall to spring 2018-19. Fall: 68% to Spring Goal: 72%	Fall: 68%	Winter: 72%	No 3rd Quarter STAR Data	Spring: 73%
Equity/Gap Closing goals Proficiency goal: Increase the number of FAY African American students who are proficient and advanced in the STAR reading assessment from fall to spring 2018-19. Spring Goal: 59% [19/32 proficient] Growth goal: For those students who are below proficiency in fall, 64% [9/14] will meet typical growth from fall to spring 2018-19. (50 SGP)	Proficiency Goal Fall Baseline: 56% [18/32] Growth Goal Fall Baseline: 64% [9/14]	Proficiency Goal at Winter: 53% [17/32] Growth Goal at Winter: 64% [9/14]	No 3rd Quarter STAR Data	Spring Proficiency Goal: 63% [20/32]] Spring Growth Goal: 50% [7/14]

Parent Engagement (Community) Increase the Horizon mean from 3.97 to 4.07 on the following question given on the Parent Engagement Survey: *I am satisfied with our school's efforts to prevent bullying.*	83.4% of parents who took our check-in survey said they agree or strongly agree with our school's efforts to prevent bullying. Nov. 2018	No 3rd Quarter Parent Engagement Data	Spring: *I am satisfied with our school's efforts to prevent bullying.* 4.0
Employee Engagement Increase the Horizon mean from 3.64 to 3.74 on the following question given on the Staff Engagement Survey: *I receive meaningful and timely feedback that helps me improve my job performance.* Increase the Horizon mean from 3.83 to 3.93 on the following question given on the Staff Engagement Survey: *The academic needs of the students are being met.*	Mid-year check: 96% of staff agreed or strongly agreed to *"I receive meaningful and timely feedback that helps me improve my job performance."* 91% of staff agreed or strongly agreed to *"The academic needs of the students are being met."*	No 3rd Quarter Staff Engagement Data	Spring: *I receive meaningful and timely feedback that helps me improve my job performance.* 4.0 Spring: *The academic needs of the students are being met.* 4.1
Student Engagement Increase the Horizon mean from 3.01 to 3.11 on the following question given on the Student Engagement Survey: *My classmates care about me.*	Mid-year check: 62% of students surveyed answered "Always or Usually" to the question: *My classmates care about me.*	No 3rd Quarter Student Engagement Data	Spring: *My classmates care about me.* 3.10

Literacy				
Literacy Goal: Increase the number of FAY students proficient and advanced on the STAR reading assessment from fall to spring 2018-19.				
Strategic Initiatives	**Q1**	**Mid-Year**	**Q3**	**EOY**
Literacy walkthrough visits used to guide site based PD/coaching				
● Complete reader situation reports	(Completed by 11/7/2018) Horizon Fall Reader Situation Report		(Completed by 3/7/2019) Horizon Spring Reader Situation Report	
● K-2 will focus on partner talk and interactive writing 　○ During PLC time, instructional coach and teams meet with the purpose of strengthening partner talk and interactive writing: consistency of it, authenticity of it and connection to phonics 　○ Coaching cycles around partner talk and interactive writing 　○ Lab sites- Deeper study on partner talk/interactive writing and more coaching/practicing in the classrooms 　○ Utilizing and developing tools for partner talk and interactive writing 　○ Phonics pilot	Fall Instructional Coach Schedule Sem. I Walkthrough tool		Spring Instructional Coach Schedule Sem. II	
● 3-5 will focus on book clubs: Increase and strengthen students' ability to have and sustain accountable talk 　○ During PLC time, instructional coach and teams meet with the purpose of strengthening book clubs 　○ Coaching cycles around book clubs 　○ Lab sites- Deeper study on effective book clubs and more coaching/practicing in the classrooms 　○ Utilizing and developing tools for effective book clubs	Fall Instructional Coach Schedule Sem. I Walkthrough tool		Spring Instructional Coach Schedule Sem. II	
● Students who need intervention 　○ Lab sites specific for intervention/special education teachers focused on learning progressions and use of balanced literacy components	LLT on 11/15/18 and intervention schedules made	LLT on 2/1/19 and intervention schedules made	LLT on 3/26/19	LLT on 5/24/19 Cross Cat Literacy PD

Implement math scope and sequence **Math Goal:** Increase the number of FAY students proficient and advanced on the STAR math assessment from fall to spring 2018-19.				
Strategic Initiatives	**Q1**	**Mid-Year**	**Q3**	**EOY**
Refine implementation of Bridges Math (Year 2)				
- Utilize math classroom walkthrough tool to collect information and provide feedback - Engage in professional development around Year 2 of implementation - Tap in to expertise within the building - District-wide PD - Number corner- full implementation - Interventionists will explore and utilize Bridges Intervention materials	Math walkthrough tool N/A	Math walkthrough tool N/A	Horizon Math Walkthrough Results	
Online math resource adoption				
Students who have access to Freckle getting the minimum recommended weekly minutes of use	Math TLEC Representative promotes Freckle monthly		Horizon teachers implemented Freckle at all grade levels	

Equity/Gap Closing Goal:				
Proficiency goal: Increase the number of FAY African American students who are proficient and advanced in the STAR reading assessment from fall to spring 2018-19. **Growth goal**: For those students who are below proficiency in fall, 64% will meet typical growth from fall to spring 2018-19. (50 SGP)				
Strategic Initiatives	**Q1**	**Mid-Year**	**Q3**	**EOY**
Implement student-centered coaching cycles				
• Coaching cycle data and fidelity check data	Fidelity Check 12/18	Fidelity Check 2/19	Instructional Coach Schedule Sem II	
• Successful completion of action steps and benchmarks	Instructional Coach Schedule Sem I			
Facilitate and implement E-Teams	E-Team first meeting 1/16/19		E-Team second meeting 3/6/19	
Refine equity based PLCs in partnership with AWSA				
• Use a quarterly PLC or staff meeting time to share E-team diversity training with ALL staff	E-Team shared focus at 10/18/18 PLC	E-Team shared at 2/1/19 Data Summit	E-Team shared at 4/1/19 Data Summit	E-Team shared at 5/8/19 Staff Meeting
• Focus on strengthening our attendance system ○ Incorporate specific steps ○ Use staff as mentors for chronic absenteeism students (to read, work on math, create a sense of belonging)	Meet bi-weekly SW, Principal & AP review school attendance		Continue to bi-weekly meet SW, Principal & AP review school attendance and follow district procedures	

Student Engagement				
Student Engagement Goal: Increase the Horizon mean from 3.01 to 3.11 on the following question given on the Student Engagement Survey: *My classmates care about me.*				
Strategic Initiatives	**Q1**	**Mid-Year**	**Q3**	**EOY**
PBIS Reboot				

● Establishing new school-wide expectations: SOAR with Kindness
   ○ Teach-to's around each expectation, new matrix, environment-specific teaching around these expectations
   ○ School-wide emphasis on the importance of kindness
   ○ Implement quarterly school-wide celebrations and special events
	PBIS 2018-19 Year at a Glance
	
	Summer Action Plan
		Horizon Behavior Matrix with Kindness	Mario Madness All-School Game to Review SOAR with Kindness Behavior Expectations in March & April helped dramatically drop behavior referrals and kept staff morale high in the spring.	

Investigate/Implement school and/or classroom based innovations				
● Alter common pod spaces to maximize flexibility and learning ● Encourage teachers to explore flexibility seating, classroom arrangements, and co-teaching models	Furniture Committee Formed	Selections made by 12/14/18	First round delivered and wrapped up April 2019	Final (2nd round) purchases reviewed and sent on 5/9/19

Workforce Strategy
Workforce Strategic Goal

DISTRICT GOALS:
- In our effort to create a district where the needs of all students are met, we will maintain a retention rate in the 2018-19 school year of 90% or higher. (National avg. 84%)
  - Horizon Baseline: 91% retention rate (96% retention rate excluding internal transfers)
- In an effort to create an asset-based school district where staff feel engaged in our work as a school district, we will have an increase in the percentage of staff answering "agree" or "strongly agree" from 65.5% in the Spring 2018 to 71% or higher by the Spring 2019 to the survey item, "All things considered, this District is a good place to work" on the School Perceptions Survey
  - Horizon Baseline: 83% answered "agree" or "strongly agree"

HORIZON GOALS:
- Increase the Horizon mean from 3.64 to 3.74 on the following question given on the Staff Engagement Survey: *I receive meaningful and timely feedback that helps me improve my job performance.*
- Increase the Horizon mean from 3.83 to 3.93 on the following question given on the Staff Engagement Survey: *The academic needs of the students are being met.*

Strategic Initiatives School Leadership teams will set specific school goals based on the following question in order to support our larger goal supporting retention of staff and staff engagement: **"How will our school include, and act on, all perspectives into improving staff responses to "All things considered, this District is a good place to work" that is in our control?"**	**Q1**	**Mid-Year**	**Q3**	**EOY**
Staff engagement goal: "All things considered, this District is a good place to work" (Horizon Baseline: 83% answered "agree" or "strongly agree."				
- Administrators will give timely feedback through mini observations, walkthroughs and formal observations. Each teacher will get at least one form of feedback per semester.	One mini observation per teacher in Semester 1 Teacher Evaluation Schedule		Michelle and Kelley did co-mini observations in every classroom to calibrate and align feedback.	
- We will focus on improving student work through PLCs and data summits to analyze student work to make data driven decisions for students.	Analyzing Student Work used on 11/15/18	Data Summit Reflection Tool used on 2/1/19	Data Summit Reflection Tool used on 4/1/19	Data Summit Reflection Tool used on 5/24/19
- Promote trust and teacher voice by creating and implementing working agreements/norms for all collaborative teams.	Completed 9/18	Reviewed 2/19	Reviewed 4/19	Reviewed 6/19

Community Engagement Community Engagement Goal: Increase the Horizon mean from 3.97 to 4.07 on the following question given on the Parent Engagement Survey: *I am satisfied with our school's efforts to prevent bullying.*				
Strategic Initiatives	**Q1**	**Mid-Year**	**Q3**	**EOY**
[Parent Engagement Goals]				

● School-wide strategies for engaging parents
  ○ Math nights
  ○ Ready, Set, Go
  ○ Arts and Activity Night
  ○ Student Leadership Team present at the March SCO meeting
  ○ Each staff member commits to one (non-required) outside of school event
	Ready Set Go 8/29/18	ESL Family Night 12/6/18
		Math Night 12/13/18
			SLT Presented at SCO Meeting on 3/12/19
			
			Math Night 3/28/19
				Arts and Activities Night 5/9/19
				
				Family Picnic 6/6/19

● Positive teacher-based/parent Interactions to Support Learning
  ○ Every teacher will develop a communication system that is consistent and meets the needs of our families
  ○ Create space at a staff meeting or PLC to showcase different ways we communicate
  ○ Positive phone calls/emails: Cancel a staff meeting so teachers can have time to do this
	Staff meeting share 8/30/18		Staff meeting share 3/13/19	

● Establish Site Councils of Diverse Parents ○ Student leadership team: Intentionally recruit and encourage students of color to join	Formed 10/18	Promoted 1/19	Student Leadership Team presented at SCO meeting with their parents present. 3/19/19	

● Increase participation on the community survey
  ○ Conduct a mid-year check in survey at parent/teacher conference time. Have chromebooks available for parents to take it right at the school.
  ○ Have teachers send out the survey link in a personalized email.
	Mid-year survey completed 11/9/18 86 completed		138 Horizon families took the end-of-the-year survey in May 2019
			
			(112 Horizon families took the end-of-the-year survey in May 2018)	