



**WAUNAKEE**  
COMMUNITY SCHOOL DISTRICT



# COMPREHENSIVE 3 YEAR PLAN: DIVERSITY, EQUITY AND INCLUSION

Waunakee Community School District  
[www.waunakee.k12.wi.us](http://www.waunakee.k12.wi.us)

Document produced by the Diversity, Equity and Inclusion Steering Committee

Tiffany Loken, Director of Special Education  
(608) 849-2000 ext. 8268 | [tiffanyloken@waunakee.k12.wi.us](mailto:tiffanyloken@waunakee.k12.wi.us)

Tim Schell, Director of Secondary Curriculum and Instruction  
(608) 849-2000 | [timschell@waunakee.k12.wi.us](mailto:timschell@waunakee.k12.wi.us)

**2024-2027**

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## Introduction

The Waunakee Community School District (WCSD) is dedicated to fostering an inclusive, equitable, and diverse educational environment where every student feels valued, supported, and empowered to achieve their full potential. Our three-year plan for Diversity, Equity, and Inclusion (DEI) aims to address systemic inequities, promote a culture of belonging, and ensure equitable educational outcomes for all students. The District's equity statement clearly delineates the District's beliefs:

***The Waunakee Community School District embraces the differences among our students, staff, and families. We work to provide a safe environment with access to resources, opportunities, and instruction for all students to reach their full potential in the classroom and beyond. We strive to create a culture of dialogue, acceptance, and inclusion. We are committed to engaging all students so that they may thrive academically, socially, and emotionally in an ever-changing multicultural society.***

### Understanding Disproportionality

Disproportionality in education refers to the overrepresentation or underrepresentation of a particular demographic group in specific categories, such as special education. In WCSD, we have identified a concerning trend where African American students are disproportionately over-identified for special education services. This indicates potential biases and systemic barriers that need to be addressed to ensure that all students receive appropriate and equitable support. In order to address this trend of over-identification of African American students in special education, the federal government requires us to create a plan to address systemic barriers and biases. The District is also required to set aside 15% of our federal special education funding to support the work outlined in our Comprehensive 3 Year DEI Plan.

### Current Data and Challenges

Our data reveals significant disparities in the experiences and outcomes of our students:

- » **Sense of Belonging:** While 71% of white students report feeling a sense of belonging in their school, only 55% of students who identify as being of multiple races feel the same.
- » **Behavior Incidents:** African American students are twice as likely as their white peers to have a behavior incident that requires intervention from administrative or student services staff.
- » **Academic Performance:** The lowest scoring demographic group on average between 2017 and 2022 has been African American students.

These statistics highlight the urgent need for the implementation of a strong universal curriculum that includes differentiated instruction for all students. Targeted academic and behavioral interventions are also necessary in order to create systemic changes that will help create a more inclusive and supportive educational environment.

# DEI Goals

As part of the District's disproportionality identification, the disparities reflected in our data need to be addressed through identifying specific root causes, creating a vision for improvement, developing goals and implementing a plan to address the disparities. All of these components are then submitted to the Wisconsin Department of Public Instruction (DPI) each year that the District is identified as disproportionately overidentifying a specific demographic group of students, in this case African American students, in special education. The following components are included in our DPI plan and are tied directly to the goals and action steps outlined in our Comprehensive 3 Year DEI Plan.

## Root Cause Analysis

Analysis of many data points, including academic data, behavioral data, attendance data, staffing data, and special education data were all reviewed and then a root cause analysis was conducted to determine the causes that underlie our data disparities. The follow root causes were identified:

- » Implicit bias in staff plays a role in how students of color perform academically and socially
- » Culturally responsive practices have not been uniformly implemented across all schools
- » There is a lack of understanding of the perspectives of our stakeholders, including our students and parents of color.

## Vision for Improvement

- » Staff will reflect on their own biases and how they impact their work with students
- » Staff will understand how to implement culturally responsive practices and reflect on the level of implementation in their own classroom
- » Students of color will feel more connected to their school community
- » Parents will be meaningfully engaged in educational decision making across the District
- » School staff will understand how students of color feel and what they need to be successful in their school environment
- » Students will feel a sense of agency when it comes to improving the culture/climate of the District through their work with the Multicultural Student Achievement Network (MSAN)
- » Staff will continuously reflect on student feedback through PERTS Elevate cycles

## Goals

**1. Decrease Achievement Gaps:** By the summer of 2025, we aim to decrease gaps in reading and math achievement on the Forward Exam by 15%. Each school will use local assessment data to track student progress across all demographic groups. Teams will utilize our electronic data warehouse to review data each term so that student interventions can be adapted to improve student growth over time.

**2. Increase Sense of Belonging:** By the spring of 2025, we aim to increase the sense of belonging for students of color by 10% as measured by the Dane County Youth Assessment for students in grades 7-12 and a local assessment for students in grades K-6.

**3. Reduce Disproportionality in Behavior Incidents:** By the spring of 2025, we aim to decrease the risk ratio of behavior incidents for African American students from 1:9 to 1:5, based on building level behavior incident data.

## Implementation Plan

- » Create a DEI Steering Committee to lead the DEI work across the District
- » Create Sub Committees of the DEI Steering Committee to address hate speech, special cultural observances, and culturally responsive practices.
- » Provide professional development for staff on implicit bias
- » Provide professional development for staff on culturally responsive practices
- » Create a walkthrough tool to assess the implementation of culturally responsive practices across the District.
- » Establish partnerships with outside organizations that can help achieve our DEI goals.

## DEI Steering Committee Members

Name	Role	Building
Tiffany Loken	Director of Special Education	District Office
Tim Schell	Director of Secondary Curriculum & Instruction	District Office
Lisa Jondle	Director of Student Services	District Office
Amy Johnson	Director of Elementary Curriculum & Instruction	District Office
Steve Hernandez	Associate Principal	High School
Danielle Dawson	Associate Principal	Heritage Elementary School
Sarah Koppes	Teacher	Intermediate School
Nicholas Saeger	Teacher	Intermediate School
Jonathon Wild	Social Worker	Middle School
Jessica Moehn	Social Worker	High School
Elizabeth Mcleod	Counselor	Prairie Elementary School
Kristin Meyer	Social Worker	Heritage Elementary School
Hailey Bond	Teacher	Middle School
Janae Grunow	Counselor	Intermediate School
Pam Emmerich	EL Teacher	Intermediate School
Sarah Israel	Teacher	Heritage Elementary School
Makenzie Lutz	Social Worker	Arboretum Elementary School
Gina Pagel	World Language Teacher	Arboretum Elementary
Christine Leising	PE Teacher	Prairie Elementary School
Andrew West	Teacher	High School
Courtney Stephens	Teacher	High School
Anne Sparks	Family Engagement Specialist	Heritage Elementary School
Xavier Gousman	Student	High School
Jaclyn Subkoviak	Parent	Multiple Schools



# Comprehensive DEI Plan Waunakee Community School District 2024-2025

## Professional Development - Year 1

### Goal 1: Embed differentiated DEI PD throughout the school year:

Action Step	Timeline	Person Responsible
Speak Up Training	August/September & December 2024	Lisa Jondle Speak Up Training Team
All Staff Training: Anti-Hate Speech Policy	August/September 2024	Tiffany Loken Principals
All Staff Training: Reporting Tool	August/September 2024	Tim Schell Principals
All Staff Training: Title IX	August 2024	Brian Grabarski
All Teacher Training: Addressing Controversial Issues in the Classroom	September 2024	Tim Schell Principals
Expand Restorative Practices Training to all principals, Ed Services and student services staff	Fall 2024 & Spring 2025	Lisa Jondle
Develop a work group to analyze the District's Multi-Tiered Systems of Support (MTSS) as it relates to both academics and behavior.	Fall 2024 & Spring 2025	Ed Services Team

### Goal 2: Focus the January PD day on DEI:

Action Step	Timeline	Person Responsible
<i>All Staff Training: How to educate students on: Inappropriate Language (Hate speech, microaggressions, bullying, harassment)</i>	January 2025	Outside Facilitator
<i>Culturally Responsive Practices: Optimal Learning Environment &amp; Ready for Rigor Framework</i>	January 2025	Amy Johnson/Lisa Jondle
<i>Using Inclusive Language</i>	January 2025	Outside Facilitator
<i>Recognizing and responding to microaggressions</i>	January 2025	Outside Facilitator

### Goal 3: Continue partnership with the Multicultural Student Achievement Network (MSAN) to access PD for both students and staff

Action Step	Timeline	Person Responsible
Send a team of students to the national MSAN student conference	November 2024	Tim Schell/Tiffany Loken
Send a team of staff to the national MSAN teacher conference	April 2025	Tim Schell/Tiffany Loken
Recognize MSAN as a formal high school organization	August 2024	Tiffany Loken

### Goal 4: Use the Elevate Survey process to inform PD so that all high school staff have participated in an Elevate Survey cycle by the end of the 25-26 school year.

Action Step	Timeline	Person Responsible
Recruit staff to participate in Elevate feedback circles	Ongoing throughout the 24-25 year	Tim Schell

## Universal Instruction for Students - Year 1

### Goal 1: Train students in strategies to eliminate hate speech

Action Step	Timeline	Person Responsible
One person from each school is trained to deliver the Speak Up training	Fall 2024	Lisa Jondle
Teach students in grades 7-12 Speak Up strategies	Fall 2024	Classroom Teachers
Add visual representations of Speak Up strategies in every classroom and hallway at the middle and high schools	Fall 2024	Lisa Jondle SEL Coaches
Teach all students in grades 7-12 about: Inappropriate language      Bullying Microaggressions              Harassment Hate speech	Spring 2025	Classroom Teachers

# Comprehensive DEI Plan Waunakee Community School District 2024-2025

## Universal Instruction for Students - Year 1 (Continued)

### Goal 2: Implement lessons addressing special observances

Action Step	Timeline	Person Responsible
Develop lessons for 5 special observance months.	Ongoing throughout the year	DEI Steering Committee Teams

## Family Engagement & Stakeholder Communication - Year 1

### Goal 1: Increase parent/family engagement

Action Step	Timeline	Person Responsible
Communicate/message to parents on how to talk to children about hate speech	Fall & Spring Semesters	Principals
Communicate/message to parents about our DEI work	Quarterly	Tiffany Loken
Provide transportation to whole school family events as requested and available	Ongoing	Principals/Student Services Teams
Provide interpretation services at all family events	Ongoing	Lisa Jondle/Jose Velarde Aguilar
Develop a protocol for involving students and parents in the hiring process for administrative and teaching positions.	Fall & Spring Semesters	Brian Grabarski
Expand modes of communication with families to include text messaging	Spring 2025	Rick Franz
Train families on how to use the Online Reporting Tool	Fall 2024	Tim Schell
Gather stakeholder data annually (Satisfaction Survey)	Spring 2025	Anne Blackburn
Provide clear communication about family engagement opportunities in multiple languages.	Ongoing	Principals

## Policies/Procedures - Year 1

### Goal 1: Develop policies and procedures to prevent and eliminate hate speech

Action Step	Timeline	Person Responsible
Develop an anti-hate speech policy	Fall 2024	Tiffany Loken
Develop a protocol for addressing identity harm	Fall 2024	Educational Services Team

### Goal 2: Develop a protocol for special observances

Action Step	Timeline	Person Responsible
Create a protocol for all buildings to follow for each special observance month. <ul style="list-style-type: none"> <li>• <i>Messaging to staff</i></li> <li>• <i>Messaging to families</i></li> <li>• <i>Messaging on social media</i></li> <li>• <i>Focus for daily announcements</i></li> <li>• <i>Recognize staff with the same cultural background</i></li> <li>• <i>Visuals/Bulletin Boards</i></li> <li>• <i>Library display</i></li> <li>• <i>Information in school newsletters</i></li> <li>• <i>Classroom learning conversations</i></li> </ul>	Implemented throughout the 24-25 year	DEI Steering Committee

# Comprehensive DEI Plan Waunakee Community School District 2025-2026

## Professional Development - Year 2

### Goal 1: Embed differentiated DEI PD throughout the school year:

Action Step	Timeline	Person Responsible
Speak Up Training	August/September & December 2025	Lisa Jondle Speak Up Training Team
Refresher Training: Anti-Hate Speech Policy	August/September 2025	Tiffany Loken Principals
Refresher Training:: Reporting Tool	August/September 2025	Tim Schell Principals
Refresher Training:: Title IX	August/September 2025	Brian Grabarski
Refresher Training: Addressing Controversial Issues in the Classroom	September 2025	Tim Schell Principals
Expand Restorative Practices Training to special education staff.	Fall 2025 & Spring 2026	Lisa Jondle
Ongoing Learning : Optimal Learning Environment	Ongoing	Amy Johnson Principals
Publish an MTSS Guide that outlines consistent practices across the District for placing students in academic and behavioral interventions.	Fall 2025 & Spring 2026	Ed Services Team

### Goal 2: Focus the January PD day on DEI:

Action Step	Timeline	Person Responsible
<i>Refresher Training: How to educate students on: Inappropriate Language (Hate speech, microaggressions, bullying, harassment)</i>	January 2026	Lisa Jondle/Tiffany Loken
Culturally Responsive Practices: Optimal Learning Environment & Ready for Rigor Framework	January 2026	Amy Johnson/Lisa Jondle

### Goal 3: Continue partnership with the Multicultural Student Achievement Network ( MSAN) to access PD for both students and staff

Action Step	Timeline	Person Responsible
Send a team of students to the national MSAN student conference	November 2025	Tim Schell/Tiffany Loken
Send a team of staff to the national MSAN teacher conference	April 2026	Tim Schell/Tiffany Loken

### Goal 4: Use the Elevate Survey process to inform PD so that all high school staff have participated in an Elevate Survey cycle by the end of the 25-26 school year.

Action Step	Timeline	Person Responsible
Recruit staff to participate in Elevate feedback cycles	Ongoing throughout the 25-26 year	Tim Schell

## Universal Instruction for Students - Year 2

### Goal 1: Train students in strategies to eliminate hate speech

Action Step	Timeline	Person Responsible
Teach students in grades 4-12 Speak Up strategies <i>(Refresher for 7-12, add grades 4-6)</i>	Fall 2025	Classroom Teachers
Teach all students in grades 4-12 about: <i>(Refresher for 7-12, add grades 4-6)</i> Inappropriate language      Bullying Microaggressions              Harassment Hate speech	Spring 2026	Classroom Teachers



# Comprehensive DEI Plan Waunakee Community School District 2025-2026

## Universal Instruction for Students - Year 2 (Continued)

### Goal 2: Implement lessons addressing special observances

Action Step	Timeline	Person Responsible
Develop lessons for 5 special observance months.	Ongoing throughout the year	DEI Steering Committee Teams

## Family Engagement & Stakeholder Communication - Year 2

### Goal 1: Increase parent/family engagement

Action Step	Timeline	Person Responsible
Communicate/message to parents on how to talk to children about hate speech	Fall & Spring Semesters	Principals
Communicate/message to parents about our DEI work	Quarterly	Tiffany Loken
Provide transportation to whole school family events as requested and available	Ongoing	Principals/Student Services Teams
Provide interpretation services to all family events	Ongoing	Lisa Jondle/Jose Velarde Aguilar
Actively involve students and parents in the hiring process for administrative and teaching positions.	Starting in the Fall of 2025	Brian Grabarski
Refresher training for families on how to use the Online Reporting Tool	Fall 2025	Tim Schell
Gather stakeholder data annually (Satisfaction Survey)	Spring 2026	Anne Blackburn
Provide clear communication about family engagement opportunities in multiple languages.	Ongoing	Principals

## Policies/Procedures - Year 2

### Goal 1: Develop policies and procedures to prevent and eliminate hate speech

Action Step	Timeline	Person Responsible
Update policies based on feedback from the DEI Steering Committee	Fall 2025	Tiffany Loken

### Goal 2: Implement protocol for special observances

Action Step	Timeline	Person Responsible
Implement protocol for all buildings to follow for each special observance month or day. <ul style="list-style-type: none"> <li>• <i>Messaging to staff</i></li> <li>• <i>Messaging to families</i></li> <li>• <i>Messaging on social media</i></li> <li>• <i>Focus for daily announcements</i></li> <li>• <i>Recognize staff with the same cultural background</i></li> <li>• <i>Visuals/Bulletin Boards</i></li> <li>• <i>Library display</i></li> <li>• <i>Information in school newsletters</i></li> <li>• <i>Classroom learning conversations</i></li> </ul>	Implemented throughout the 25-26 year	DEI Steering Committee

# Comprehensive DEI Plan Waunakee Community School District 2026-2027

## Professional Development - Year 3

### Goal 1: Embed differentiated DEI PD throughout the school year:

Action Step	Timeline	Person Responsible
Speak Up Training	August/September & December 2026	Lisa Jondle Speak Up Training Team
Refresher Training: Anti-Hate Speech Policy	August/September 2026	Tiffany Loken Principals
Refresher Training:: Reporting Tool	August/September 2026	Tim Schell Principals
Refresher Training:: Title IX	August/September 2026	Brian Grabarski
Refresher Training: Addressing Controversial Issues in the Classroom	September 2026	Tim Schell Principals
Expand Restorative Practices Training to regular education staff by grade spans.	Fall 2026 & Spring 2027	Lisa Jondle
Ongoing Learning: Optimal Learning Environment & Ready for Rigor Framework	Ongoing	Amy Johnson Principals
Review Year 2 implementation and make needed revisions to the MTSS Guide.	Fall 2026 & Spring 2027	Ed Services Team

### Goal 2: Focus the January PD day on DEI:

Action Step	Timeline	Person Responsible
<i>Refresher Training: How to educate students on: Inappropriate Language (Hate speech, microaggressions, bullying, harassment)</i>	January 2026	Lisa Jondle/Tiffany Loken
<i>Culturally Responsive Practices: Optimal Learning Environment (OLE) &amp; Ready for Rigor Framework</i>	January 2026	Amy Johnson/Lisa Jondle

### Goal 3: Continue partnership with the Multicultural Student Achievement Network ( MSAN) to access PD for both students and staff

Action Step	Timeline	Person Responsible
Send a team of students to the national MSAN student conference	November 2026	Tim Schell/Tiffany Loken
Send a team of staff to the national MSAN teacher conference	April 2027	Tim Schell/Tiffany Loken

### Goal 4: Use the Elevate Survey process to inform PD so that all high school staff have participated in an Elevate Survey cycle by the end of the 25-26 school year.

Action Step	Timeline	Person Responsible
Recruit staff to participate in Elevate feedback cycles, expand participate to all middle school staff	Ongoing throughout the 26-27 year	Tim Schell

## Universal Instruction for Students - Year 3

### Goal 1: Train students in strategies to eliminate hate speech

Action Step	Timeline	Person Responsible
Teach students in grades 4-12 Speak Up strategies (Refresher)	Fall 2026	Classroom Teachers
Teach all students in grades 4-12 about: (Refresher) Inappropriate language      Bullying Microaggressions              Harassment Hate speech	Spring 2027	Classroom Teachers

# Comprehensive DEI Plan Waunakee Community School District 2026-2027

## Universal Instruction for Students - Year 3 (Continued)

### Goal 2: Implement lessons addressing special observances

Action Step	Timeline	Person Responsible
Review and revise lessons for all special observance months as needed.	2026-2027	DEI Steering Committee Teams

## Family Engagement & Stakeholder Communication - Year 3

### Goal 1: Increase parent/family engagement

Action Step	Timeline	Person Responsible
Communicate/message to parents on how to talk to children about hate speech	Fall & Spring Semesters	Principals
Communicate/message to parents about our DEI work	Quarterly	Tiffany Loken
Provide transportation to whole school family events as requested and available	Ongoing	Principals/Student Services Teams
Provide interpretation services at all family events	Ongoing	Lisa Jondle/Jose Velarde Aguilar
Continue to actively involve students and parents in the hiring process for administrative and teaching positions.	Ongoing	Brian Grabarski
Refresher training for families on how to use the Online Reporting Tool	Fall 2026	Tim Schell
Gather stakeholder data annually (Satisfaction Survey)	Spring 2027	Anne Blackburn
Provide clear communication about family engagement opportunities in multiple languages.	Ongoing	Principals

## Policies/Procedures - Year 3

### Goal 1: Develop policies and procedures to prevent and eliminate hate speech

Action Step	Timeline	Person Responsible
Update policies based on feedback from the DEI Steering Committee	Fall 2026	Tiffany Loken

### Goal 2: Implement protocol for special observances

Action Step	Timeline	Person Responsible
Continue to Implement protocol for all buildings to follow for each special observance month or day. <ul style="list-style-type: none"> <li>• <i>Messaging to staff</i></li> <li>• <i>Messaging to families</i></li> <li>• <i>Messaging on social media</i></li> <li>• <i>Focus for daily announcements</i></li> <li>• <i>Recognize staff with the same cultural background</i></li> <li>• <i>Visuals/Bulletin Boards</i></li> <li>• <i>Library display</i></li> <li>• <i>Information in school newsletters</i></li> <li>• <i>Classroom learning conversations</i></li> </ul>	Implemented throughout the 26-27 year	DEI Steering Committee



# WAUNAKEE

COMMUNITY SCHOOL DISTRICT

## MISSION STATEMENT

"Committed to Children...Committed to Community...Committed to Excellence"

## VISION STATEMENT

The Waunakee Community School District is a collaborative learning community that works with students, staff, families, and the community to ensure that every student is ready for college and career; through a focus on data, research based best practices, and engagement with students to be active partners in their learning.

## DISTRICT WEBSITE

[www.waunakee.k12.wi.us](http://www.waunakee.k12.wi.us)

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