



**Operational Expectations Monitoring Document  
OE 8 Learning Environment**

**Certification of the Superintendent: *With respect to Operational Expectation 8 (Learning Environment), taken as a whole, the superintendent certifies that the proceeding information is accurate and complete, and is:***

- In Compliance  
 In Compliance with Noted Exceptions  
 Not in Compliance

**Signed:** JoAnn Sternke, Interim Superintendent

**Date:** August 10, 2021

**Executive Summary**

The Shorewood School District has partnered with School Perceptions annually to gather student, staff and parent/community member survey data related to questions about academics, student support and District operations. These surveys are at the center of reporting and compliance with respect to OE8 Learning Environment.

School Perceptions is an independent research firm that specializes in conducting surveys for public and private schools, educational service agencies, communities and other state-level organizations. In addition to District survey data and information, School Perceptions provides useful peer district comparisons that inform planning and priorities across all schools and administrative departments.

Based on Spring 2021 survey results, including increases in student satisfaction and improvements in equity indexes as compared to 2020, the District's report is submitted in compliance with noted exceptions, as COVID-19 disruptions continue to impact our learning environment.

Survey response information for the Spring 2021 surveys is provided at the end of this report. For your information, the student response rate averaged just over 10% at each grade level (4-12); staff survey responses totalled 159 (roughly 52%), and just under half of the respondents were teachers. School Perceptions will present student, staff and parent/community survey data trends and other findings at the September 7, 2021 Board meeting.

Our use of survey data for both self-evaluation, and as one of many tools we use to measure District performance in terms of student growth and support, has evolved in recent years. To increase the value of these surveys as a planning and reporting tool, the Spring 2022 survey process will incorporate new peer district comparisons. School Perceptions will identify and provide the District with two peer district cohorts for comparison: one set of peer districts determined by size, and one set of peer districts based on comparable academic and socio-economic measures. Districts included in each of these peer groups will not be identified, in keeping with School Perceptions policies.

The District's Code of Conduct, and expanded use of restorative practices to ensure community, dignity, equity, and responsibility, remain central to our approach to student accountability and expectations.

**Disposition of the Board: With respect to Operational Expectation 8 (Learning Environment), the Board:**

- Accepts the report as fully compliant
- Accepts the report as compliant with noted exceptions
- Finds the report to be noncompliant

**Summary statement/motion of the Board:**

We want to highlight the unique circumstances of the Spring 2019/2020 school year, and the full 2020/21 school year. Given these challenges, we have met many of the goals we have set for a learning environment that supports all students. And although we haven't met all goals, we have made progress in the right direction.

Note for next report: Include participation numbers in School Perceptions Survey. We know participation went down this year (755 this year, down from 1010 in 2018).

Signed:  \_\_\_\_\_, Board President      Date: August 10, 2021  
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**OE 8 Learning Environment**

**The Superintendent shall establish and maintain a learning environment that is safe, respectful, and conducive to effective learning.**

Superintendent Interpretation:

The Board of Education expects the Superintendent to establish and maintain a learning environment that includes support for both the academic and social-emotional needs of all learners.

- **Learning Environment** refers to the diverse physical locations (school buildings & school grounds), contexts, and cultures in which students learn.
- **Effective learning** refers to students challenging themselves, learning continuously while adapting to changes and contributing to society.

OE 8.1	<u>Superintendent</u>	<u>Board</u>
The Superintendent will maintain a climate that is characterized by support and encouragement for high student achievement.	<p style="text-align: center;"><b>Compliant</b></p> <p style="text-align: center;">Compliant with Exceptions</p> <p style="text-align: center;">Not Compliant</p>	<p style="text-align: center;"><b>Compliant</b></p> <p style="text-align: center;">Compliant with Exceptions</p> <p style="text-align: center;">Not Compliant</p>

Superintendent Interpretation:

The Board of Education expects the Superintendent to provide support for students within the learning environment in order to promote learning and increase academic success.

- **Maintain a climate that is characterized by support** shall mean that inappropriate behaviors that disrupt the teaching, learning or operational processes of a school or the school district will be addressed through appropriate administrative or legal procedures.
- **Encouragement for high student achievement** shall mean students feel supported on their journey toward academic success as shown by achieving Results policies 1-4.

<b>Board Indicator 1:</b> The District average for the student survey question, "I have an adult to talk to about classwork" is not more than 0.2 below the peer district comparison average set by the survey vendor.	<u>Superintendent</u>	<u>Board</u>
	Compliant	Compliant
	Not Compliant	Not Compliant
Evidence: See data below.		

Question	2018 average (out of 4)	2019 average (out of 4)	2020 average (out of 4)	2021 average (out of 4)	2021 Peer District Comparison average (out of 4)
"I have an adult to talk to about classwork"	3.46	3.43 3.56 3.47			3.40

<b>Board Indicator 2:</b>  The District average for the student survey question, "I am satisfied with the education I am receiving at this school" is not more than 0.2 below the peer district comparison average set by the survey vendor.	<u>Superintendent</u>	<u>Board</u>
	Compliant	Compliant
	Not Compliant	Not Compliant
Evidence: See data below.		
When comparing survey response data from last year - and previous years - to this year, there is an increase in the number of students who agree or strongly agree that they are satisfied with the education they are receiving at school, and a positive trend. This number is also higher than our peer district		

comparison average of 3.05.

Question 2018 average (out of 4)			2019 aver age (out of 4)			(out of 4)			Peer Distr ict Com paris on aver age			(out of 4)		
			2020 aver age (out of 4)			(out of 4)								
			2021 aver age (out of 4)			(out of 4)								

Superintendent

“I am satisfied with the education I am receiving at this school”

Compliant

**Not Compliant**

Compliant

Not Compliant

Board

**Board Indicator 3:**  
3.18 3.12 3.14 3.21 3.05

The District average for the student survey question, “Our school has the space, rooms and equipment to allow me to be successful” is not more than 0.2 below the peer district comparison average set by the survey vendor.

Evidence: See data below. Peer District Comparison information is not representative due to COVID-19.

Question	2018 average (out of 4)	2019 average (out of 4)	2020 average (out of 4)	2021 average (out of 4)	2021 Peer District Comparison average (out of 4)
“Our school has the space, rooms and equipment to allow me to be successful”	3.29			3.32 3.39 3.47	n/a

Board Comments:

<p><b>OE 8.2</b></p> <p><b>The Superintendent will foster learning environments that are inclusive and where diverse cultures and languages are acknowledged, valued and affirmed.</b></p>	<p><u>Superintendent</u></p> <p><b>Compliant</b></p> <p>Compliant with Exceptions</p> <p>Not Compliant</p>	<p><u>Board</u></p> <p><b>Compliant</b></p> <p>Compliant with Exceptions</p> <p>Not Compliant</p>
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Superintendent Interpretation:

The Board of Education expects the Superintendent to provide support for students within the learning environment in order to promote learning and increase academic success.

- **Learning environment** shall mean a place that is safe and welcoming.
- **Inclusive and where diverse cultures and languages are acknowledged, valued and affirmed** shall mean that all learners are valued and respected.

<p>Board Indicator 1: 70% or more of our students agreed or strongly agreed to questions on our Equity Index</p> <ul style="list-style-type: none"><li>● “All students are treated fairly when school rules are broken.”</li><li>● “Teachers hold all students accountable for their actions and behavior.”</li><li>● “I can get extra help and support when I need it at school.”</li><li>● “I feel that my culture and beliefs are represented at my school.”</li></ul>	<p><u>Superintendent</u></p> <p>Compliant</p> <p><b>Not Compliant</b></p>	<p><u>Board</u></p> <p>Compliant</p> <p><b>Not Compliant</b></p>
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Evidence: See data below.

In the previous school year, equity index percentages based on student data fell below the 70% target in 2 of 4 areas measured. Survey questions, “I can get extra help and support when I need it at school” and “I feel that my culture and beliefs are represented at my school” were both rated **above** 70% and, “All students are treated fairly when school rules are broken” and “Teachers hold all students accountable for their actions and behavior” were rated **below** 70%. This year, only 1 of the 4 target areas measured had responses (“All

students are treated fairly when school rules are broken.”) that fell below 70%.

We will continue to use the Code of Conduct in the Student Handbook to ensure our approaches to treating students fairly when addressing rule infractions are fair and equitable. We will also continue to prioritize and expand the use of restorative practices to ensure community, dignity, equity, and responsibility are at the core of our approaches to ensure student accountability to rules and expectations.

	2020 average (out of 4)	2021 average (out of 4)	% always/usually
“All students are treated fairly when school rules are broken.”	2.73	2.91	66%
“Teachers hold all students accountable for their actions and behavior.”	2.92	2.99	71%
“I can get extra help and support when I need it at school.”	3.32	3.31	86%
“I feel that my culture and beliefs are represented at my school.”	3.02	3.09	76%

Board Comments:

<b>OE 8.3</b>	<b><u>Superintendent</u></b>	<b><u>Board</u></b>
<b>The Superintendent will ensure that all policies and procedures regarding discipline are collaboratively developed, appropriately communicated to students and parents, and enforced consistently using reasonable judgment.</b>	<b>Compliant</b>	<b>Compliant</b>
	<b>Compliant with Exceptions</b>	<b>Compliant with Exceptions</b>
	<b>Not Compliant</b>	<b>Not Compliant</b>

Superintendent Interpretation:

The Board of Education expects the Superintendent to promote active participation from all District stakeholders to ensure access to information and voice in the discussion, development, and publishing of any policy that focuses on student discipline.

- ***Policies and procedures regarding discipline*** shall mean the adopted Shorewood School District Code of Conduct and Wisconsin State Law.
- ***Collaboratively developed*** shall mean administrators, teachers, and building staff are included in developing discipline procedures.
- ***Appropriately communicated*** shall mean the information is communicated through a variety of means (hard copies available, accessible on website, electronic communication).
- ***Enforce consistently*** shall mean students shall receive similar consequences for similar unacceptable behaviors with no disparities by race, gender, ELL and socioeconomic status.

- **Reasonable judgment** shall mean the act of arriving at a conclusion based on known facts and evidence and based on individual circumstances.

<p><b>Board Indicator 1:</b> The Superintendent and district leadership review the Code of Conduct annually and update as needed using a collaborative process.</p>	<p><u>Superintendent</u></p> <p><b>Compliant</b></p> <p>Not Compliant</p>	<p><u>Board</u></p> <p><b>Compliant</b></p> <p>Not Compliant</p>
<p>Evidence: The Code of Conduct was reviewed by the Superintendent and district leadership prior to the start of the 2020-21 school year. The Code of Conduct is available on each school's website link.</p>		

<p><b>Board Indicator 2:</b> The District makes the student handbook available by the start of the school year as a hard copy, sent to families electronically, and accessible via the District website.</p>	<p><u>Superintendent</u></p> <p>Compliant</p> <p>Not Compliant</p>	<p><u>Board</u></p> <p>Compliant</p> <p><b>Not Compliant</b></p>
<p>Evidence: Due to COVID-19 school closures and the predominantly virtual learning environment at the beginning of the 2020-21 school year, all student handbooks were made available to families electronically. In a typical school year, hard copies are available at the beginning of the year school. Online access to all student handbooks and code of conduct is available on each school's website in a similar location on the left ribbon of each screen.</p>		

<p><b>Board Indicator 3:</b> Across all schools, 70% of students have not received a behavior referral (any type of behavioral write-up within Infinite Campus).</p>	<p><u>Superintendent</u></p> <p><b>Compliant</b></p> <p>Not Compliant</p>	<p><u>Board</u></p> <p><b>Compliant</b></p> <p>Not Compliant</p>
<p>Evidence: Only seven students (less than 1%) received referrals across all schools during the 2020-2021 school year. This number is reflective of decreased in-person instruction due to COVID-19.</p>		

<p><b>Board Indicator 4:</b> The district average for the staff survey question, "student discipline is handled in a consistent manner by all staff" is not more than 0.2 below the peer district comparison average set by the survey vendor.</p>	<p><u>Superintendent</u></p> <p>Compliant</p> <p><b>Not Compliant</b></p>	<p><u>Board</u></p> <p>Compliant</p> <p><b>Not Compliant</b></p>
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Evidence: See data below.

Our average district response to this question is 0.9 below our peer district's comparison average of 2.73 out of 5. Although this response average is below our peer district's comparison average, there is a .28 increase compared to the average from the previous year.

We will continue to use the Code of Conduct in the Student Handbook to ensure handling of student discipline is fair and equitable. We will also continue to prioritize and expand the use of restorative practices to ensure community, dignity, equity, and responsibility are at the core of our approaches to ensure student accountability to rules and expectations.

Question	2018 Average (out of 5)	2019 Average (out of 5)	2020 Average (out of 5)	2021 Average (out of 5)	2021 Peer District Comparison Average
"Student discipline is handled in a consistent manner by all staff"	2.53	2.54	2.36	2.64	2.73

<b>Board Indicator 5:</b>  The District's behavior data (behavior referrals, in-school suspensions, out-of-school suspensions) has no disparities by race, gender, ELL and socioeconomic status.	<u>Superintendent</u>	<u>Board</u>
	Compliant	Compliant
	<b>Not Compliant</b>	<b>Not Compliant</b>

Evidence: See data below.  
 Historical review of disaggregated behavioral data compares the number of students in each given year to the total number of students in each identity area in Table 3. A comparison of the total number of students in each identity area to the total number enrollment in the district is seen in Table 4. Due to the change in learning environments, reliable data was not able to be obtained that would confidently identify any disparities by race, gender, ELL and socioeconomic status during the 2020-21 school year.

Table 1

	Total Number of Referrals 2017-18	Total Number of Referrals 2018-19	Total Number of Referrals 2019-20	Total Number of Referrals 2020-21
Hispanic	51	52	39	1
Asian	27	37	17	0



Black	338 187	104	6
White	294 331	211	3
Male	595 548	276	5
Female	154 114	95	5
Non F&R	412 406	216	2
F&R	337 256	155	8
Non ML	1075 727	359	10

ML 66 22 12 0 Total 1,141 749 371 10

Table 2

	Number of <b>Students</b> with Referrals 2017-18	Number of <b>Students</b> with Referrals 2018-19	Number of <b>Students</b> with Referrals 2019-20	Number of <b>Students</b> with Referrals 2020-21
Hispanic	20 27		21	1
Asian		18 21	10	0
Black	89 66		47	3
White		143 156	104	3
Male	212 228		133	4
Female	69 58		49	3
Non F&R		197 205	106	2
F&R	84 81		76	5
Non ML	273 267		174	7
ML		8 19	8	0
Total	281 286		182	7

Table 3

	Percent of students receiving a referral compared to total enrollment in identity area 2017-18	Percent of students receiving a referral compared to total enrollment in identity area 2018-19	Percent of students receiving a referral compared to total enrollment in identity area 2019-20	Percent of students receiving a referral compared to total enrollment in identity area 2020-21

Hispanic	12% 17.5%	13%	.7%
Asian	7% 11%	5%	0%
Black	34% 30%	15%	1.6%
White	10% 11%	15%	.2%
Male	20% 21%	13%	.4%
Female	7% 6%	5%	.3%
Non F&R	15% 12%	6%	.1%
F&R	28% 25%	20%	1.5%
Non ML	14% 14.5%	9%	.4%
ML	4% 10%	7%	0%

Total 13% 14% 8.9% .4%

Table 4

	Percent of students receiving a referral compared to total enrollment 2017-18 (2,086)	Percent of students receiving a referral compared to total enrollment 2018-19 (2,060)	Percent of students receiving a referral compared to total enrollment 2019-20 (2,038)	Percent of students receiving a referral compared to total enrollment 2020-21 (1,865)
Hispanic	1% 1%	1%	.05%	
Asian	.9% 1%	.05%	0%	
Black	4% 3%	2%	.2%	
White	7% 8%	5%	.2%	
Male	10% 11%	7%	.2%	
Female	3% 3%	2%	.2%	
Non F&R	9% 10%	5%	.1%	
F&R	4% 4%	4%	.3%	
Non ML	13% 13%	9%	.4%	
ML	.4% 1%	4%	0%	
Total	13% 14%	9%	.4%	

Table 5

School Year	Number of in-school suspensions	Number of students that served in school suspensions
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2017-18	8 8
2018-19	30 24
2019-20	13 13
2020-21	0 0

Table 6

School Year	Number of out of school suspensions	Number of students that served out of school suspensions
2017-18	33	26
2018-19	26	18
2019-20	21	17
2020-21	2	2

Board Comments:

<p><b>OE 8.4</b></p> <p><b>The Superintendent may not tolerate any behaviors, actions or attitudes by non-employee adults who have contact with students that hinder the academic performance or the well-being of students.</b></p>	<b><u>Superintendent</u></b>	<b><u>Board</u></b>
	<b>Compliant</b>	<b>Compliant</b>
	<b>Compliant with Exceptions</b>	<b>Compliant with Exceptions</b>
	<b>Not Compliant</b>	<b>Not Compliant</b>

Superintendent Interpretation:

The Board of Education expects the Superintendent to ensure that any adult interaction with students includes the best interest of the student in order to support and promote academic performance and well-being. Any action, perception or viewpoint of the adult that prevents this will not be allowed.

- **May not tolerate** shall mean the superintendent will not allow actions from adults that negatively affect students and interferes with the learning environment to go without appropriate corrective

response.

- **Adults** shall mean any person over the age of 18 and not employed by the District.
- **Academic performance** shall mean the extent to which a student has achieved their educational goals.
- **Well-being** shall mean a safe, emotional state.

<p><b>Board Indicator 1:</b> The District has investigated and addressed all formal complaints involving adults who are not district employees and documented the outcome.</p>	<p><u>Superintendent</u>  <b>Compliant</b>  Not Compliant</p>	<p><u>Board</u>  Compliant  Not Compliant</p>
<p>Evidence: Note - reporting on adult employee interactions with students is covered in OE4.</p> <p>There were no formal complaints involving non-employee adults during the 2020-21 school year. There were a total of 10 reported behavioral referrals during the 2020-21 school year. The changes in learning models throughout the year contributed to this variation in data.</p>		

<p><b>OE 8.5</b></p> <p><b>The Superintendent may not permit unruly behaviors on school property and at school sponsored events by students or by adults that disrupt learning or that are disrespectful or dangerous.</b></p>	<p><u>Superintendent</u>  <b>Compliant</b>  Compliant with Exceptions  Not Compliant</p>	<p><u>Board</u>  Compliant  Compliant with Exceptions  Not Compliant</p>
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Superintendent Interpretation:

The Board of Education expects the Superintendent to reasonably prevent, discourage, or ban any activity that negatively impacts student learning or is unsafe.

- **Unruly behavior** shall mean actions that result in office referrals or adult actions that are reported to an administrator or the local police.
- **Disrupt learning** shall mean behaviors or actions that interfere or get in the way of learning.
- **Disrespectful** shall mean behaviors in which racist, sexist, or other verbal harassment language is being used.
- **Dangerous** shall mean physically able or likely to cause harm or injury.

<b>Board Indicator 1:</b>  The district average for the student survey question, “I feel safe at school” is not more than 0.2 below the peer district comparison average set by the survey vendor.	<u>Superintendent</u>  Compliant  <b>Not Compliant</b>	<u>Board</u>  Compliant  Not Compliant
Evidence: See data below. Peer District Comparison information is not representative due to COVID-19. There is a .12 increase in the number of students who agreed or strongly agreed compared to the average from 2020. This increase is consistent with an upward trend from 2019. We will continue to prioritize safety for		

all students and staff by adhering to emergency preparation best practices, communicating safety procedures, and continuously reinforcing expectations for safe and responsible student conduct.

Question	2018 average (out of 4)	2019 average (out of 4)	2020 average (out of 4)	2021 average (out of 4)	2021 Peer District Comparison Average
“I feel safe at school”	3.23		3.18	3.24 3.36	n/a

<b>Board Indicator 2:</b>  100% of referrals involving bullying or harassment result in consequences as laid out in the District Code of Conduct.	<u>Superintendent</u>  <b>Compliant</b>  Not Compliant	<u>Board</u>  Compliant  Not Compliant
Evidence: There were no incidents of bullying or harassment reported.		

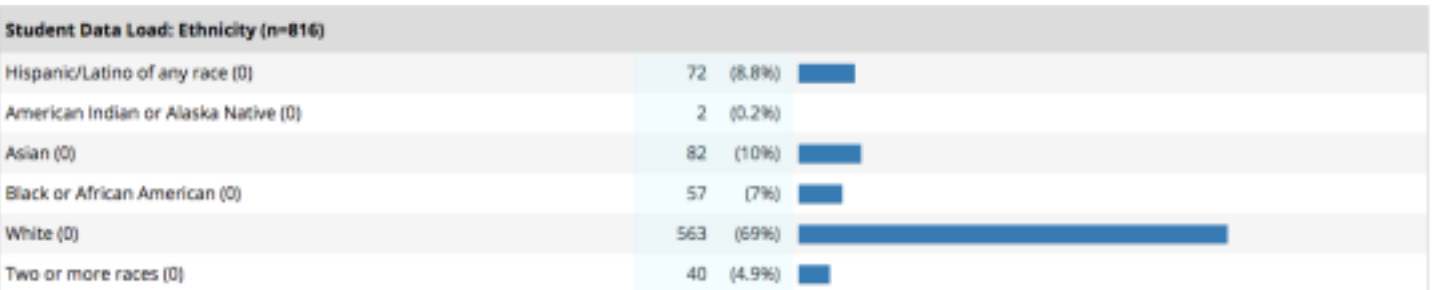
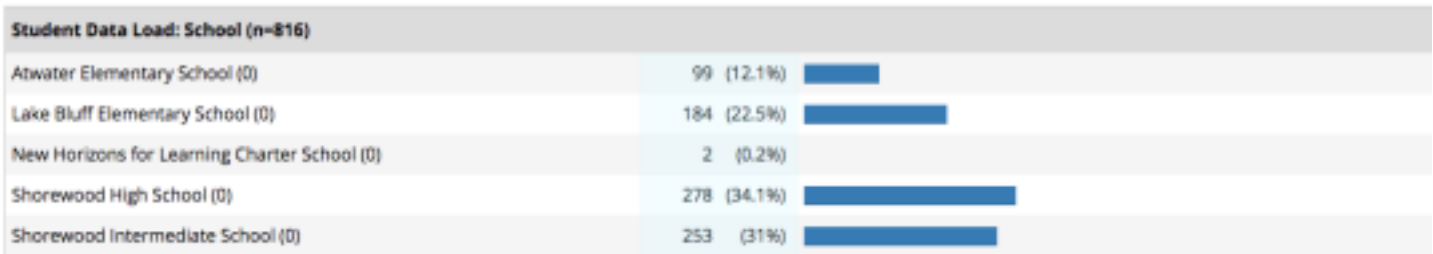
<b>Board Indicator 3:</b>  100% of referrals involving fighting result in consequences as laid out in the District Code of Conduct.	<u>Superintendent</u>  <b>Compliant</b>  Not Compliant	<u>Board</u>  Compliant  Not Compliant
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Evidence: There was one incident involving fighting involving two students in which consequences were issued.

<p><b>Board Indicator 4:</b></p> <p>The District has investigated and addressed all formal complaints involving adults and documented the outcome.</p>	<p>Superintendent</p> <p><b>Compliant</b></p> <p>Not Compliant</p>	<p><u>Board</u></p> <p>Compliant</p> <p>Not Compliant</p>
<p>Evidence: There were no formal complaints involving adults during the 2020-21 school year.</p>		

Board Comments:

May 2021 Engagement Survey Participation Summaries follow this report.  
 May 2021 Student Engagement Survey









Student Data Load: Special Education? (n=816)		
No (0)	750 (91.9%)	
Yes (0)	66 (8.1%)	






Student Data Load: Free or Reduced Lunch? (n=816)		
Free (0)	108 (13.2%)	
Reduced (0)	5 (0.6%)	
No (0)	703 (86.2%)	

Student Data Load: English Language Learner? (n=816)		
No (0)	793 (97.2%)	
Yes (0)	23 (2.8%)	

Student Data Load: Gifted and Talented? (n=816)		
No (0)	793 (97.2%)	
Yes (0)	23 (2.8%)	






Student Data Load: Ethnicity (n=816)		
Hispanic/Latino of any race (0)	72 (8.8%)	
American Indian or Alaska Native (0)	2 (0.2%)	
Asian (0)	82 (10%)	
Black or African American (0)	57 (7%)	
White (0)	563 (69%)	
Two or more races (0)	40 (4.9%)	





## May 2021 Parent and Community Survey

If you have school-aged children, what school(s) do they attend? (Mark all that apply) (n=427)		
Atwater Elementary (0)	59 (13.8%)	
Lake Bluff Elementary (0)	103 (24.1%)	
Shorewood Intermediate School (0)	69 (16.2%)	
Shorewood High School/New Horizons Charter School (0)	110 (25.8%)	
I do not have school-aged children. (0)	165 (38.6%)	

## May 2021 Staff Survey

At which location do you spend the most time? (n=157)		
Atwater Elementary School (0)	36 (22.9%)	
Lake Bluff Elementary School (0)	41 (26.1%)	
Shorewood Intermediate School (0)	29 (18.5%)	
Shorewood High School/New Horizons Charter School (0)	38 (24.2%)	
District Office (0)	13 (8.3%)	

What best describes your position? (n=147)		
Classroom Teacher (0)	72 (49%)	
Educational Specialist (Counselor, Librarian, etc.) (0)	21 (14.3%)	
Instructional Aide/Paraprofessional (0)	22 (15%)	
Other Support Staff (Food service, Clerical, Custodial/Maintenance, etc.) (0)	15 (10.2%)	
Administration (0)	7 (4.8%)	
Other (0)	10 (6.8%)	

Including the current year, how many years have you worked for this District? (n=146)		
1-2 years (0)	31 (21.2%)	
3-5 years (0)	37 (25.3%)	
6-10 years (0)	28 (19.2%)	
More than 10 years (0)	46 (31.5%)	
No response (0)	4 (2.7%)	