SHOREWOOD SCHOOL DISTRICT

OUR PROMISE, **OUR PLAN.**

2025-2030 Strategic Plan









www.shorewoodschools.org

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The following designee handles inquiries regarding non-discrimination policies: District Compliance Officer, 1701 E. Capitol Drive, Shorewood, WI 53211, 414-963-6902, complianceofficer@shorewood.k12.wi.us

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OUR PROMISE, **OUR PLAN.**



Shorewood Community & Partners,

On behalf of our Strategic Planning Committee and the Shorewood School Board, I am proud to share the District's 2025-2030 Strategic Plan. This vision for students reflects our community's commitment to excellence in all that we do and to equity in all its forms.

Input provided by hundreds of community members—students, families, staff and residents—and the District's Collaborative Commitments to Equity served as touch points for the Committee through every phase of our strategic planning process, including development of the Our Promise statement that serves as the Plan's anchor.

We referenced nationally recognized college, career, and life readiness benchmarks and education research, and we worked closely with students to develop the Shorewood Student Profile. Finally, we identified academic, organizational and financial priorities that align with our shared values and ambitious goals for students, as well as state and national standards for education. Data and metrics in each area—where we are now, where we need to be, where there is other work to do—are shared with a commitment to transparency, dialogue with the community, and partnership needed to achieve Plan goals.

I am deeply grateful for the time and commitment that Strategic Planning Committee members shared with us to make this possible. The Plan's success must also be a collective effort, and we invite everyone in our community to join us in fulfilling Our Promise. Your engagement is very much needed to maximize the Plan's impact, along with outcomes for each and every student.

Excellence means more here because of you, and I am honored to serve as your Superintendent.

In partnership,

Laurie J. Burgos

Laurie J. Burgos, Ph.D.
Superintendent





OUR PROMISE

The Shorewood School District is an inclusive community that values, supports, and challenges every student so they thrive now and in the future they choose.





COLLABORATIVE COMMITMENTS TO EQUITY

Our *Collaborative Commitments to Equity (CCE),* adopted by the School Board in 2023, distinguish Shorewood's schools as welcoming and inclusive learning communities. They inspire our work every day, and they are central to *Our Plan*.

- Eliminating inequities requires continuous self-reflection, growth, and action to hold ourselves and others accountable.
- The system, and everyone in it, is responsible for creating successful outcomes for all learners.
- Staff collaborate to create, implement, and assess a cohesive instructional model.
- Learners are intentionally and proportionally represented in ALL learning environments.
- Staff work collaboratively to build our collective capacity.
- Staff use identity-relevant teaching and learning to create, implement, and assess curriculum in heterogeneous learning environments.
- District policies, procedures, hiring practices, and funding align with our Collaborative Commitments to Equity.









STUDENT PROFILE

PREPARING OUR STUDENTS FOR THE FUTURE THEY CHOOSE

In today's rapidly changing world, it is not enough to prepare students only for tests or college admissions. Our responsibility is much greater: we must equip young people to navigate complexity, make meaningful contributions, and lead lives of purpose.

The Student Profile is our commitment to every learner and family. It reflects the skills, mindsets, and values our graduates will need to thrive now and in the future they choose, whether that future includes college, career, service, or something else entirely.

School Board Overarching Result

Our students are leaders who challenge themselves to grow and achieve academically, pursue their passions, navigate change, learn continuously, and contribute to the common good.

Agency

Students take ownership of their learning and future, with confidence to advocate for themselves and others.

Collaboration

Students build strong partnerships, value diverse perspectives, and solve problems together.

Global Citizenship

Students develop awareness of the world and a commitment to justice, sustainability, and equity.

Critical Thinking

Students analyze, evaluate, and innovate by asking questions and applying knowledge to real-world challenges.

Compassion

Students show empathy and kindness in action, standing up for others and contributing to their communities.

Lifelong Learning

Students embrace curiosity, creativity, reflection, and continuous growth well beyond graduation.

SHOREWOOD STUDENT PROFILE

Agency

I take responsibility for my learning and my future. My voice matters and I will advocate, make decisions, and set goals for myself.

Collaboration

I value the perspectives of others. I listen and contribute to deepen understanding, solve problems, and develop ideas.

Global Citizenship

I *am part of a connected society. I am committed to equity and justice, and to making an impact on the world around me.*

Critical Thinking

I analyze information, ask questions, and consider other viewpoints before making decisions and taking action.

Compassion

I care about others and stand up for what's right. I advocate for, and support, others with kindness and empathy.

Lifelong Learning

I am curious, creative, and motivated to seek new knowledge and skills wherever I go and whatever I do.





PLAN PRIORITIES

1 Challenging & Engaging Learning

2 A Culture of Belonging & Growth

3 Strong Partnerships

4 Operational Excellence

1 CHALLENGING & ENGAGING LEARNING



By 2030, the District significantly exceeds expectations on the Wisconsin Department of Public Instruction (DPI) Report Card

To fulfill our promise, we must:

- Redefine excellence through engaging, innovative, and student-centered learning experiences that inspire lifelong learning and civic engagement.
- Offer a dynamic curriculum that integrates foundational knowledge with experiential, interdisciplinary, and advanced learning opportunities.
- Champion student personal growth by fostering social-emotional well-being, digital responsibility, and equitable access to transformative educational experiences.

Why is this a priority?

A strong academic foundation equips students with the knowledge, collaboration, and critical thinking skills needed to succeed in college, careers, and lifelong learning, while empowering them to contribute meaningfully to their communities.

Equity Commitment

We believe that academic excellence is essential to achieving equity. It equips students to reach their full potential and dismantles barriers to success. We are committed to affirming each learner's identity and strengths, expanding access to rigorous and engaging learning experiences, and using data to provide responsive instruction so that every student can thrive in a dynamic and interconnected world.



Drivers of Success

Create a Culture of Continuous Improvement

- High-leverage instructional practices
- Systems of support
- Collaborative structures and processes
- Data to inform continuous improvement

Ensure Access to Foundational & Advanced Learning

- Strengthen early literacy instruction
- AP, dual-credit, and career-based learning opportunities
- Audit advanced learning programming and options

Offer PreK-12 students opportunities to explore areas of academic and personal interest that prepare them for college, career, and life readiness

Measuring Our Progress

Excellence Indicators	Baseline	Goal
College Readiness		
• 11th grade ACT Composite	21.7	23.5
• 3rd grade reading*	73.9%	80%
• 8th grade math*	68.2%	75%
• District Report Card Achievement	Top 7%	Top 5%
• District Report Card Growth	Top 9%	Top 5%
• AP enrollment	72%	80%
Career Readiness		
• Participation in co- or extra-curricular activities by graduation	**	90%
• Attendance rate	93.8% (K-12)	95%
• 4-year graduation rate	98%-100%	98%-100%

Progress Reporting

- State Report Cards
- Board Reports
  - R2 Student Achievement and Growth
  - OE 8 Learning Environment
  - OE 9 Instructional Programs
- School Growth Plans

**Meets/Exceeds on Forward Exam*
***Begin tracking in 2025-26*

2

A CULTURE OF BELONGING & GROWTH



By 2030:

- **90% of students report a strong sense of belonging in our schools**
- **90% of staff report being a valued member of the school community**

To fulfill our promise, we must:

- Create an inclusive and supportive environment where all students and staff feel a strong sense of belonging, purpose, and opportunity for growth.
- Provide meaningful professional learning and student development experiences that promote academic success, leadership, and wellbeing.
- Strengthen recruitment, retention, and advancement efforts to build a diverse and representative school community that reflects our students and our Collaborative Commitments to Equity.

Why is this a priority?

Students thrive when they are supported as whole individuals and engaged as active contributors in a community in which belonging, growth, and continuous learning are modeled by staff and shaped by student voice.

Equity Commitment

Belonging is foundational to equity. Every student, staff member, and family should feel valued, seen, and heard. We also embrace a growth mindset, believing that all individuals can learn, improve, and thrive. Our staff model this by continuously growing in their practice, setting the tone for a culture that encourages students to do the same.



Drivers of Success

Support Whole Child Growth and Development

- Social-emotional learning
- Building-wide expectations
- Culturally responsive student support systems
- Peer mentorship programs

Enhance School and Classroom Culture

- Structured intermediate and high school advisory time
- Student affinity groups and leadership opportunities
- Student feedback opportunities

Develop a Strong, Diverse, and Supported Workforce

- Mentoring and coaching
- Differentiated professional learning
- Recruitment pipelines and mentorship for diverse candidates
- Employee engagement opportunities

Measuring Our Progress

Excellence Indicators	Baseline	Goal
• Student/staff surveys:		
◦ As a student, I feel like I belong at this school	73.9%	90%
◦ I work in an environment of professional support and courtesy	83%	90%
◦ I have opportunities for training to improve my work	71%	90%
• Retention rates (certified staff)	90%	90%
• Feedback from professional learning sessions		

Progress Reporting

- Board Reports
  - R3 Character & Citizenship
  - OE 3 Treatment of District Constituents (Families & Caregivers, Students, & Staff)
  - OE 4 Personnel Management
- School Growth Plans

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STRONG PARTNERSHIPS



By 2030, 90% of staff and families recommend the District to others

To fulfill our promise, we must:

- Develop clear, accessible pathways for staff, families/caregivers, community members, and businesses to engage in district decision making and partnership opportunities.
- Foster strong partnerships with local businesses, higher education institutions, and community organizations to expand student opportunities.
- Establish consistent and inclusive communication channels that invite all families/caregivers into district conversations.

Why is this a priority?

Strong partnerships with staff, families, community members, and organizations are essential. When schools and communities work together, students benefit from a wider network of support, resources, and opportunities that enrich learning and development. These partnerships also build trust, strengthen communication, and foster shared responsibility for student success.

Equity Commitment

Our equity work must extend beyond school walls. We prioritize partnerships with families, alumni, and organizations that reflect the diversity of our community. We recognize families as partners in their children's learning and seek ongoing dialogue with community members. We commit to engaging those most impacted by disparities and to building trust through transparency and shared decision making.



Drivers of Success

Deepen Family and Community Engagement

- Family/Community Engagement Framework
- One or more family engagement strategy in each school
- Quarterly "Community Conversations" to foster two-way dialogue

Expand Business & Higher Education Partnerships

- Work-based learning, apprenticeships, and internships
- Partner with local universities to create early college pathways
- Industry-specific career exposure programs

Enhance Communication and Transparency

- Digital dashboard for strategic planning goals
- Advisory groups
- Communications plan and storytelling to highlight district successes

Measuring Our Progress

Excellence Indicators	Baseline	Goal
Family Culture/Climate Survey - Net Promoter score	85%	90%
Staff Survey - Net Promoter score	63.6%	90%
Enrollment in work-based learning, internships, or dual-credit courses	**	**
Evidence of multiple means of student, staff, family/ caregiver, community engagement and two-way communication		

***Begin tracking in 2025-26*

Progress Reporting

- Board Reports
  - R2 Student Achievement and Growth
  - OE 3 Treatment of District Constituents (Families & Caregivers, Students, & Staff)
  - OE 7 Communicating with Village Residents and Public Audiences
  - OE 8 Learning Environment
  - OE 9 Instructional Programs
- School Growth Plans

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OPERATIONAL EXCELLENCE



By 2030, we have a long-term plan for financial stability

To fulfill our promise, we must:

- Take a proactive and transparent approach to financial stewardship, ensuring long-term sustainability through responsible budgeting.
- Engage subject matter experts and community members in financial discussions to align district priorities with taxpayer expectations.
- Pursue opportunities to improve operational efficiency.
- Explore diverse revenue streams, including grants, endowments, and innovative partnerships, while maintaining financial sustainability.

Why is this a priority?

Safe and well-maintained school and community facilities create environments where students and staff can focus fully on learning and growth. At the same time, we recognize the importance of fiscal responsibility in supporting our promise and sustaining the conditions necessary for every student to thrive now and in the future they choose.

Equity Commitment

Equity includes access to safe, inclusive, and well-resourced environments where every student can learn and flourish. We are committed to responsibly managing resources and facilities to ensure every student has what they need to succeed. This includes ongoing investments in sustainable infrastructure, accessible technologies, and equitable resource allocation practices that align our operations with our values.



Drivers of Success

Strengthen Financial Stewardship

- 25-35% fund balance and project a 2% margin in the annual budget
- Regular financial transparency community sessions
- Grants, sponsorships, and endowments
- Rolling ten-year facilities and capital improvement plan
- Staffing models to optimize resources

Engage Community Members in Long-Range Planning

- Community Task Force to make a recommendation regarding school configurations and long-term planning
- Operational referendum, if necessary, to sustain programming

Measuring Our Progress

Excellence Indicators	Baseline*	Goal	Progress Reporting
• Fund balance (unassigned) • Annual budget margin • Investment in capital maintenance	40% 2.3% 27% of 10-year needs	25-35%+ 2%+ 100% of 10-year needs	• Board Reports ◦ OE 1 Global Operational Expectations ◦ OE 5 Financial Management & Administration ◦ OE 7 Communicating with Village Residents and Public Audiences ◦ OE 10 Facilities

**Based on FY 26 preliminary budget*

PLAN SUMMARY

Strategic plan goals are aligned with School Board Policy, as well as state standards and widely used indicators for college, career, and life readiness. Strategies and initiatives to address each priority area will be part of annual School Growth Plans and other continuous improvement work that ensures continuity across the District's instructional framework and programs.

We will share regular updates with families and the community so that everyone can follow our progress, ask questions, and stay involved. Together, we will ensure every student is known, supported, and inspired to succeed now and in the future.

Plan Priority	Excellence Indicators
1 Challenging & Engaging Learning	**College Readiness** • 11th grade ACT Composite - 23.5 • 3rd grade reading* - 80% • 8th grade math* - 75% • District Report Card - Top 5% Achievement & Growth • AP enrollment - 80% **Career Readiness** • Participation in co- or extra-curricular activity by graduation - 90% • Attendance rate - 90% • 4-year graduation rate - maintain 98%-100%
2 A Culture of Belonging & Growth	• Increase in % of students or staff who agree/strongly agree: ◦ As a student, I feel like I belong at this school ◦ I work in an environment of professional support and courtesy ◦ I have opportunities for training to improve my work • Retention rates (certified staff) • Feedback from professional learning sessions
3 Strong Partnerships	• Increase in % of families/community members who would recommend SSD to others • Increase in % of staff members who would recommend SSD to others • Evidence of multiple means of student, staff, family, community engagement and two-way communication
4 Operational Excellence	• Fund balance between 25-35% • Project at least a 2% margin in annual budgets • Invest in long-term capital improvement plan at a level sufficient to maintain the District's infrastructure

CONTINUOUS IMPROVEMENT

The District uses Fullan & Quinn's Coherence Framework (2016) to guide continuous improvement work in our schools. This discipline will keep us focused on strategic plan priorities.

Here is how it works in everyday terms:

Focusing Direction

We set a few bold goals in School Growth Plans that reflect our core values of equity, belonging, and academic excellence. These goals provide clarity and focus, and keep everyone moving in the same direction.

Cultivating Collaborative Cultures

We build a culture where educators learn and problem solve together. We know real change happens when we share ideas, listen well, and work side by side.

Deepening Learning

We support our educators in growing their skills and making learning engaging, challenging, and meaningful for every student. We strengthen collaboration among staff members.

Securing Accountability

We use data, feedback, and reflection to understand what is helping students and what needs to change. Then, we make thoughtful adjustments and try again.



Fullan, M., & Quinn, J. (2016). Coherence: The right drivers in action for schools, districts, and systems. Thousand Oaks, CA: Corwin.

OUR PROCESS

Throughout the 2024-25 school year, the Shorewood School District engaged students, staff, families, and community members in a collaborative visioning and strategic planning process.

Rooted in shared ownership and problem solving, the process was designed to address both the evolving needs of the school community and the need for a sustainable path forward academically, operationally, and financially.

VISIONING

The fall 2024 visioning phase gathered data and feedback from the community about:

- Trends in K-12 and higher education and their implications for Shorewood's schools
- The District's educational model
- The ongoing challenges of inadequate state funding for public education
- Potential options for long-term sustainability and growth

Focus Group Themes

- The community values inclusivity and diversity
- Our schools are the heart of the community
- Students and families value our staff
- Students and families want more opportunities for rigor and challenge at all levels
- Students recognize the need for a variety of pathways to success after high school
- Families seek safe and updated facilities
- The property tax burden is a concern for many residents
- Maintaining Shorewood as a destination district is a priority

Engagement Opportunities

4 Mapping Our Future Surveys

790 Respondents

16 Focus Groups

+100 Participants

2 Community Engagement Sessions

25 Participants

Additional sessions in schools ensured that students' voices were part of the visioning process.



OUR PROCESS

With input from the visioning phase, and in the context of dynamic changes in education policy and funding at both the state and federal level, a 50-member, community-based Strategic Planning Committee began its work in October 2024.

The strategic plan was approved by the School Board in June 2025. The Committee's work will inform continuing discussion of the District's long-term planning needs.

STRATEGIC PLANNING

To build the strategic plan, Committee members:

- Created the Promise statement
- Discussed the Shorewood Student Profile, with extensive input from students
- Analyzed education research, district financial information, and K-12 school models to identify plan priorities
- Reviewed the District's recommendations for plan metrics and implementation strategies, which build on our continuous improvement framework
- Evaluated progress measurement and reporting tools to ensure alignment with Board policy and community expectations
- Offered feedback about strategic plan communications and community engagement objectives

Members of the Strategic Planning Committee will also participate on the Financial Sustainability Task Force, which will meet during the 2025-26 school year.







ACKNOWLEDGEMENTS







The District and School Board are deeply grateful to the members of Strategic Planning Committee for their dedication to this critical initiative, and their deep commitment to public education, our schools, and our community. Individually, and as a group, their care and deep respect for the values and educational priorities shared in the visioning process are evident throughout the Plan.

Thanks, too, to the hundreds of community members who engaged in our visioning and planning engagement sessions. Community input affirmed the importance of equity, academic excellence, and a sense of belonging in the work we do every day, and in planning for our future.

With the plan in place, we encourage everyone in our community to join us in fulfilling our promise. Your continued engagement is very much needed and welcomed.

School Board Members
Nathan Hammons, President
Ellen Eckman, Vice President & Governance Officer
Mary Theisen, Treasurer
Abby Fowler, Clerk
Aaron Lippman, Governance Officer











Excellence Means More Here









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