

Defining Our Destiny: 2.0

“Imagine *the* Possibilities”



Scripting the
STRATEGIC PLAN
2018-2023

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Our Mission

“Together with our families and community, we will inspire students to be passionate learners, creative thinkers and innovative leaders who enrich our world.”

Our Vision

“To provide a world-class education that prepares our students to lead the world.”



Values and Beliefs

We believe in a culture that . . .

- balances equity of opportunity, access for all, and creates confident and engaged learners
- supports and respects all staff who passionately work and volunteer in our schools
- thrives on continuous improvement through collaboration among all stakeholders
- is committed to character and social-emotional development of the whole child
- advocates for public education in our school community, region, state and nation

OUR

Brown



Introduction

In January 2011, the School District of Brown Deer (SDBD) along with more than 70 stakeholders in our school community - parents, teachers, students, alumni, staff, residents, senior citizens, village trustees, business partners, and current/former school board members - participated as members of a Visioning and Strategic Planning Team. For the next five months, this team met to develop a vision for our future, identify best educational practices, reviewed current research, and conducted a thorough study of the critical issues facing our district.

While this was a time-consuming process, the conversations were candid and provided a needed framework to guide decisions for improved changes. To inspire, innovate, and lead became our mission, driven to lead by example in creating a 21st century culture of high achievement, continuous improvement and accelerating academic success for ALL children. The Defining our Destiny plan courageously put the needs of ALL children first.



Deer STORY

Under the Board of Education's leadership and commitment to our students, we used our strategic plan to stay the course.

One of the most successful aspects of our last strategic plan was the passage of a \$22 million referendum in the worst of economic times with little impact to our taxpayers. Our 63 acre school campus was transformed into a learning lab with botanical gardens, renovated classrooms throughout the district, new activity spaces, family field house, and increased access to technology. We created anyplace/ anytime learning both indoors and outdoors on our campus.

Since the implementation of our last strategic plan, the school district has been recognized for closing achievement gaps, increased graduation rates, using data more effectively, and increased minority participation in advanced placement classes.

Through the strategic plan, the Education Foundation of Brown Deer has been established, we've provided high-quality after-school and summer school programs, our partnership with the village has been expanded while earning the All-America City award, and the Brown Deer Middle/High School was recognized as both a State and National School of Character.

PART TWO

The Next Chapter

Over the last six years, the world landscape has changed dramatically with a more globally-connected economy and higher expectations for teaching and deeper learning. What we learned from the last plan was transformation is possible with the understanding of best-practice research and having the right systems in place to drive continuous improvement.

With the leadership of the Board of Education, staff, administrative team and school community, we set the stage for transformation by aligning systems and resources.

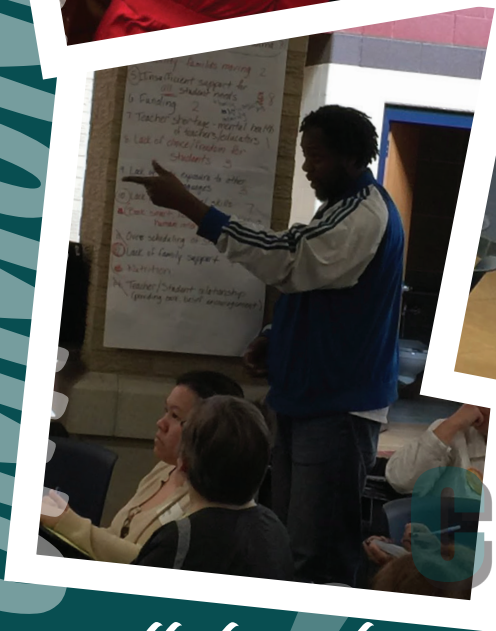
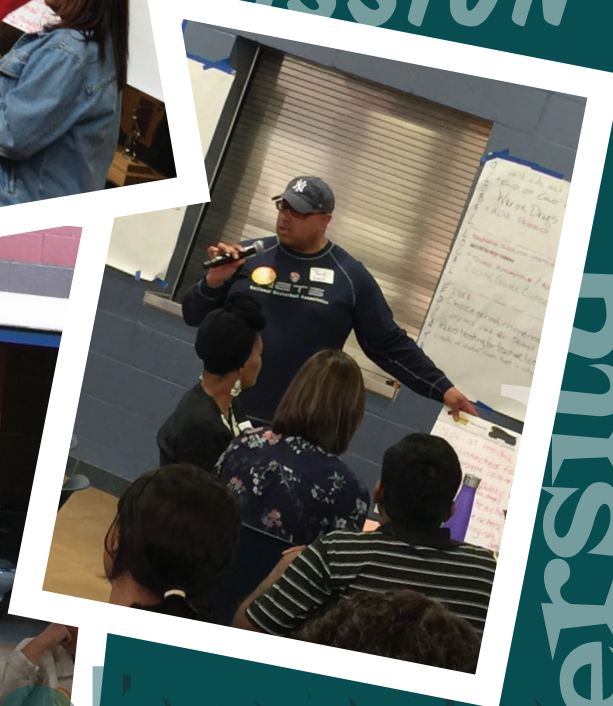
Defining our Destiny 2.0 - "Imagine the Possibilities" will not chart a new course but we will stay the course building upon what we have learned, reviewing new research and imagining our possibilities forward. Our current mission and vision statements still evoke emotion, and reflect our purpose and aspired future. We will continue with those essential and integral aspects of our plan. We will continue to articulate our values, keeping in mind our changing community and refine our goals to elevate our educational priorities to provide a world-class education for all students.

In December 2017, the Board of Education approved using a "Future Search" process to engage as many stakeholders as possible to find common ground. The board considered several different facilitators to find a process that would engage more voices from our diverse school community. The board approved working with Drew Howick from Patina Solutions, an experienced planner to help guide us on our next journey of strategic planning.





Our New Plan



collaboration goals

An integral aspect of the future search process was to create a design team comprised of diverse key stakeholders from the school community - alumni, clergy, village leaders, parents, students, university partners, board members and administrators.

COMMUNITY
mindset
MISSION
design
future
LEAD
resources
COLLABORATION
innovate
strategies
relationships
collaboration
DE

productivity
mission
action
effective
conversation
target
group
goals
change
feedback
strategies
collaboration
teamwork

Their task was to meet several times in an effort to identify what and how people should be engaged in a future conversation about the educational priorities of the school district.



GROUP

teamwork

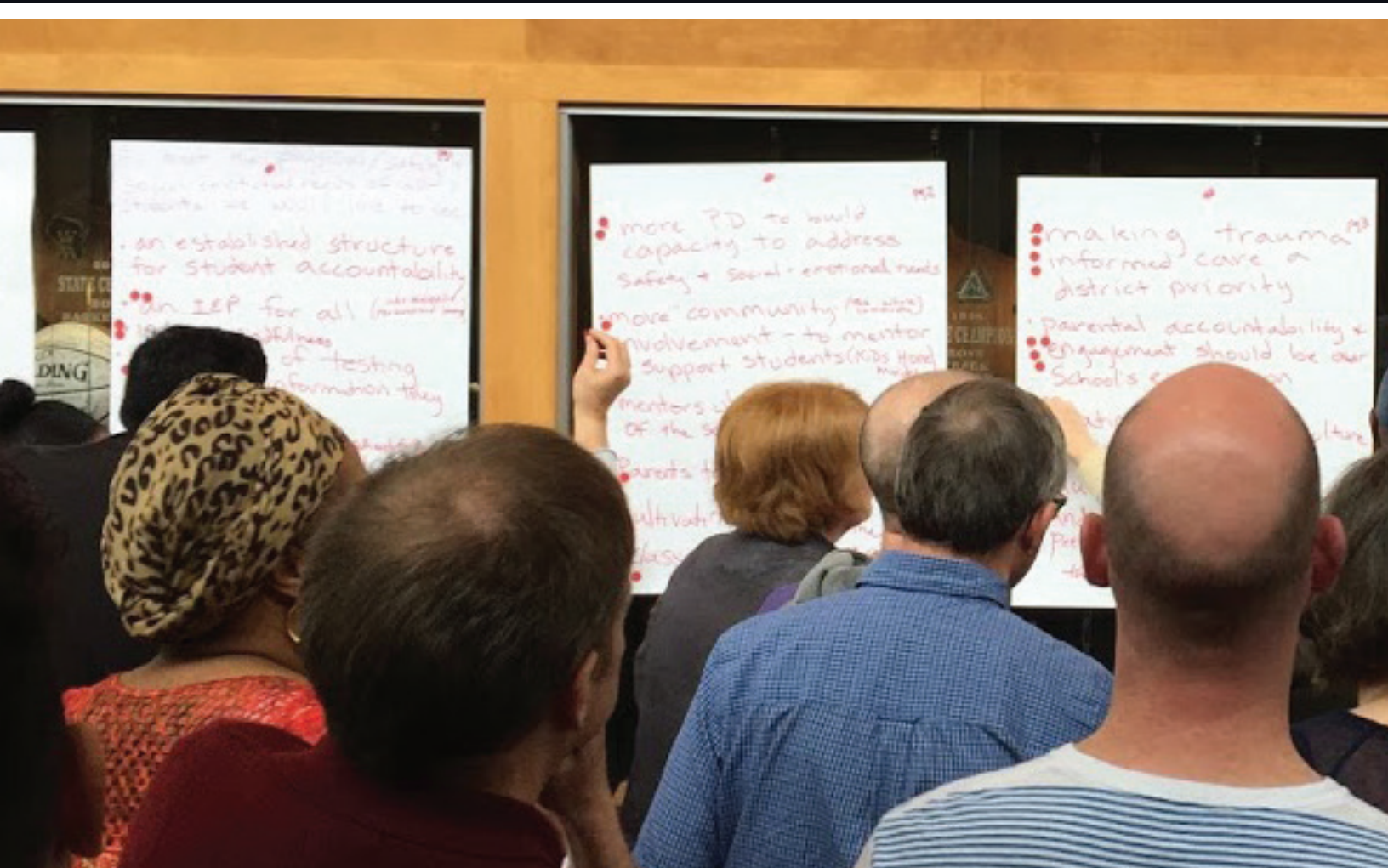
A COMMUNITY *speaks*

The purpose of the Design Team was to engage all stakeholders in identifying what it means to be a successful graduate of Brown Deer academically, socially, and emotionally to enrich the world in which we live. With their input, a community conversation was organized to develop common ground and focus on the future - "What is our vision of a Brown Deer graduate?"

Saturday, May 13, 2017 was selected to bring all different sectors from the community together.

To everyone's delight, we had over 85 diverse school community members gather on a beautiful day to engage around their perspectives and bold vision for world-class education for our students.

There were senior citizens, students, board members, staff, new families, prospective families to the district, school volunteers, business owners, current families and parents, foster-care moms, and our community chaplain.



Running parallel to the design team and community conversation, the process was a “going to the people” plan.

To obtain more diversity of thought, the administrative team went to local organizations and nonprofits in the community during their respective meetings.

Feedback was collected around three critical questions: 1) Other than finances, what are the top three challenges you see facing the district in the next years? 2) If you could change one thing to our educational process or programs, what would that be? and 3) What skills do our students need to be leaders? We had thousands of responses to the three questions and created graphic bubble charts to show the perspectives of each group.

This process alone resulted in the most engagement and feedback we’ve had in years about educational priorities.

In conclusion, the SDBD has continued on a transformational journey to create the right systems needed to reinvent and empower the school community.

Through this engagement process we now have an intentional framework in which to implement our vision of a graduate. We are grateful for the time and investment of our school community in this very important work. Please join us as we embark on this next phase of “Defining Our Destiny 2.0” as we all imagine the possibilities for our students in creating passionate learners, creative thinkers, and innovative leaders who enrich and will lead the world. This document will provide a summary of our strategic planning work as we initiate the actions plans and goals.



Strategy Map





INSPIRE

Engaged & Inspired Learners

- Academic and Social Emotional growth for All Students
- Personalization of Learning for All Students
- Assessment-Capable Learners
- College, Career, and Life-Ready Graduates to Lead the World

INNOVATE

Engaged & Innovative Staff

- Personalized Professional Development for All Staff
- Retain and Attract Highly Qualified Staff
- Investment in Leadership Development for All Staff
- Strive for Culture of Excellence to Continuously Improve

LEAD

Engaged & Supportive Community to Lead

- Foster Strong Partnerships to Create Pathways for All Students
- Promote Character Education in Community - (The Brown Deer Way)
- Advocate for High-Quality Education and Life in Brown Deer

Goals and ACTION PLANS

Engaged & Learners *Inspired*

Our focus is to prepare our students to become engaged, productive, and successful learners in a globally connected society through a comprehensive 4K-12th grade education. We will focus on literacy, mathematics, and writing as the cornerstones to higher levels of skill development. Our students not only need to be ready to compete across the world but lead in the world. Each student is expected to achieve or exceed one year or more of annual growth. We accept students where they are and what they bring to us in our education continuum. We utilize the growth mindset approach to improve and inspire academic and socio-emotional growth. We pride ourselves in providing a real-world context to learning in our students daily lives through rigorous curriculum and relevant experiences.

Our students are more than test scores as the goal of a world-class education is to prepare students for careers and/or colleges of their choice and productive lives in our community.



1 Set annual district achievement goals that blend growth and proficiency metrics using relevant assessments which also include socio-emotional goals for meeting needs of the whole child

- Board/Administration Retreats - August and February
- Refine benchmarks for achieving goals - What you measure is what is important.
- Build capacity of assessment - Capable learners using pre-/post- tests and formative assessment
- Distribute updated academic achievement information - i.e. School Report Card on website

2

Define a Brown Deer "Portrait of a Graduate" to portray the academic and social emotional expectations for world-ready graduates

- Learners will experience rigorous culturally-responsive instruction that is academically and intellectually challenging and rewarding.
- Learners will be exposed to ongoing culturally responsive teaching practices as evidenced in lesson/unit plans for instruction, equitable learning approaches in the school/community and referenced in teacher evaluations.

3

Establish continuous improvement practices for improved learner outcomes

- Implement coherent data analysis system facilitated by building/district teams for students and teachers to analyze data for improved outcomes.
- Develop building school profile and school improvement plans to guide our work
- Schedule weekly/monthly/quarterly reviews at the building and district level to drive teaching and learning.
- Track implementation of classroom teacher responses using data with progress monitoring, instructional delivery, behavioral risk ratios, and socio-emotional well-being for growth and accountability.
- Develop intentional district/building schedules of PLC, grade level, content and staff meetings that focus on student data and continuous improvement.
- Student Learning Objectives, Building Level, and Professional Personal Goals will be developed using data analysis as insight.

4

Implement personalized learning for all of our learners

- Utilize Personalized Learning Plans (PLP's) and track adoption and percentage of students in district with a PLP.
- Balance access to digital content, devices and engaging lessons by tracking time using online content.
- Use student and teacher surveys to gauge "student agency" and engagement.
- Facilitate learning opportunities beyond the school walls that create access and multiple pathways to excellence.
- Reflect student progress and achievement using *Redefining Ready* metrics using pre/post tests.

Engaged & Staff *Innovative*

Preparing our students to be leaders in the world requires creativity and innovation. Information needs to be taught that is applicable, meaningful across content areas and learned in a way that can be retained. Professional learning by all employees is the catalyst to continuous improvement and high achievement. Personalizing all that we do for our students is essential to creating a deep understanding of self, our world, potential careers and pathways students are passionate about. Professional development (PD) is personalized and driven by assessment of best practices, strengths of our learners and staff, and data analysis.

Providing collaboration time through Professional Learning Communities (PLC's) are the cornerstone to this work as well as systematic planning of district-wide delivery of personalized professional development (PPD). Our PPD is created, designed and implemented by teacher leaders, administrators, consultants, and experts in the field. The school calendar affords PPD scheduled throughout the school year and summer. To implement high quality PPD requires inquiry, collaborative learning, reflection, refinement, and leadership by and for all. We have accomplished our best work through our collaboration and targeted PPD.



Personalized professional development (PPD) for all staff

- Utilize Teacher Leaders to finish the input/alignment of curriculum
- Work in PLC's to design and refine common and formative assessments for every content/subject area - track participation rates of PLC's
- Use Mastery Connect to fidelity to warehouse all of our curriculum & assessments
- Align **SLO's**, **PPG's** and 100-day plans to determine PPD needs and growth using priority areas of Tier I
- District Leadership Cabinet and Leadership Teams will create and share building level SLOs
- District Instructional Team will design PPD based upon needs of staff through monthly in-service participation and utilization of practices learned during PPD will be tracked, monitored, and shared with school community
- Staff will be expected to use digital resources through robust access to enhance instructional practice
- Scale the implementation of personalized learning through Digital Leader Corp and Critical Skills Cohorts
- Expand personalized learning environments across district leveraging best practices



Invest in teachers' leadership development through coaching, mentoring and growing our own

- Provide mentoring for all staff new to the district
- Support leadership teams with on-going coaching related to 100-day plans and district goals
- Further develop district collaborative work teams to attain goals and verify outcomes with mid-year check ins and final reports
- Recruit teacher leaders to assist with district-level projects and gain administrative experience through underfill opportunities - track percentage of staff participation



Refine and develop evaluation tools for feedback, growth, and improvement to maximize the potential of all employees

- Continue to implement Educator Effectiveness for all professional educators
- Utilize online evaluation tools to systematically evaluate support staff, custodians, district office staff, and district administrator
- Organize yearly calendar for staff evaluations for all employee groups



Promote best workplace environment in which employees share their passion for their work and wellness

- Retain and recruit diverse and highly qualified staff to achieve our mission
- Measure job satisfaction rates through workplace survey for all staff
- Organize district wellness team to review annual results and make recommendations to improve school district
- Develop key metrics to index year to year comparisons for all buildings
- Celebrate staff through recognition of accomplishments (i.e. - Star Polisher Award) and host annual year end event for all staff during contracted day
- Provide ongoing feedback to staff about their work
- Achieve Best Workplace Award through Top Workplace program

Engaged & Community to Lead *Supportive*

Over the past six years, the BDSB has expanded opportunities for success involving many stakeholders from the Brown Deer community, region, and state. Our work continues in our new plan as our outreach has become more vital to provide students all of the experiences they need to be successful after high school and beyond. Brown Deer became an "All-America City" because the community values our youth. Brown Deer Middle/High School was named a state and national school of character due to the unique collaboration of students and teachers that teach the character education lessons. We need to prepare students to compete on a world stage for future jobs that may not have been created today.

The SDBD promotes family and community involvement to create the best conditions for learning and teaching. We honor the opportunity to be accountable through fiscal stewardship, ongoing two way communication and transparency to best meet the needs of the community.



Engage with parents and families as partners in advocating for educational excellence to achieve highest outcomes for their students

- Promote academic rigor to challenge students to their fullest potential
- Inform parents of resources in community
- Invite all families to Falcon Families monthly programs - set goals for attendance
- Celebrate educational achievement in all programs across the district



Foster strong and resilient partnerships in our school community and beyond to create pathways for all students

- Provide at minimum at least one opportunity for students to experience a job shadow, internship, work-study or career based work experiences
- Increase partnerships in community and Metro-Milwaukee area by 15%
- Set goals around college and career enrollment using National Clearinghouse to expose students and families
- Utilize expertise and support from Education Foundation of Brown Deer to support college and career pathways

3

Inform and promote school district and community through timely on-going communications using different mediums

- Utilize community survey results to determine preference method for communication.
- Schedule community mailings at least three times per year.
- Continue to promote district through collaboration with village with *Our Brown Deer Magazine*.
- Develop expertise and capacity to maintain and update website and other social media-track metrics of website use to set goals for continuous improvement.
- Communicate with intention to elevate transparency and promote sustainable financial plan that supports mission, vision, values and goals.

4

Continue to update master campus and facilities plan to create, design and build school environments using student engagement to support a world-class education for all

- Continue to upgrade and maintain all athletic and recreational fields on campus
- Expand number of gardens to other areas on campus - i.e. - east garden and character garden
- Install benches and other rest spaces throughout campus
- Expand walkways and network of paths that traverse the district to create health and well-being metrics

Engaged & Community to Lead *Supportive*

5

Continue to grow capacity and refine character education across the district and in our community


- Promote promising practices awards program to support the principles of character education
- Expand district offerings of character education consistency across all grade levels
- Continue staff training using the LACCES program @ Alverno College
- Micro-credentialing and tracking of character education lessons in Mastery Connect
- Achieve state and national awards for both schools and district
- Ensure that all local businesses and village display Brown Deer Way touchstone

6

Enhance school board governance to ensure a world-class education for all students

- Advocate for equity and excellence for quality public education in Brown Deer and across our state
- Develop policies that support culturally-responsive practices, equity, personalized learning, and competency-based learning
- Continue to learn as leaders attending professional development and sharing of ideas track percentage of board members participating in professional development
- Share professional readings or events that support our mission and vision
- Provide ongoing feedback to staff and school community about excellence in education





TOGETHER WE WILL CREATE A NEW FUTURE FOR OUR STUDENTS THAT WILL PREPARE THEM TO LEAD THE WORLD.

We acknowledge we still have work to do but are committed to higher levels of excellence for all students. While we embrace the past and reaffirm our collective work, it's now time to renew, refresh, and include new perspectives.

In terms of our Brown Deer school community, the village has also dramatically changed with increased diversity, mobility, and socio-economic challenges. It is now our call to action to engage all voices of our stakeholders at whatever level they can join this work of the district.

We will adapt to the needs of our school community by providing numerous opportunities for input at already scheduled school events, conduct focus groups, collect surveys, and attend group gatherings. Together we will create a new future for our students that will prepare them to lead the world by honoring people's voices.





The Brown Deer



Way



We ...

- ▶ take responsibility for our education and our actions.
- ▶ show respect for ourselves, peers, school, and community through our words and actions.
- ▶ are a community that accepts, honors, and celebrates individual differences.
- ▶ are honest in all we do.
- ▶ establish trust and confidence in each other through positive relationship building.

"This is who we are in Brown Deer School District, even when no one is watching."

We Love Brown Deer Public Schools



SCHOOL DISTRICT OF
BROWN DEER

INSPIRE • INNOVATE • LEAD

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