

CAMPBELLSPORT SCHOOL DISTRICT Continuous Improvement Action Plan



THE MISSION OF THE CAMPBELLSPORT SCHOOL DISTRICT IS TO DEVELOP EACH CHILD INTO AN ADULT WHO CAN STAND CONFIDENTLY, PARTICIPATE FULLY, LEARN CONTINUALLY, AND CONTRIBUTE MEANINGFULLY TO OUR WORLD.

This Continuous Improvement Plan identifies and monitors four core areas, listed below, that represent the overall health of the CampbellSPORT School District as a teaching and learning organization. Listed under the core areas are the key performance indicators and the percentage at which they contribute to the overall rating for the core area to which they belong.

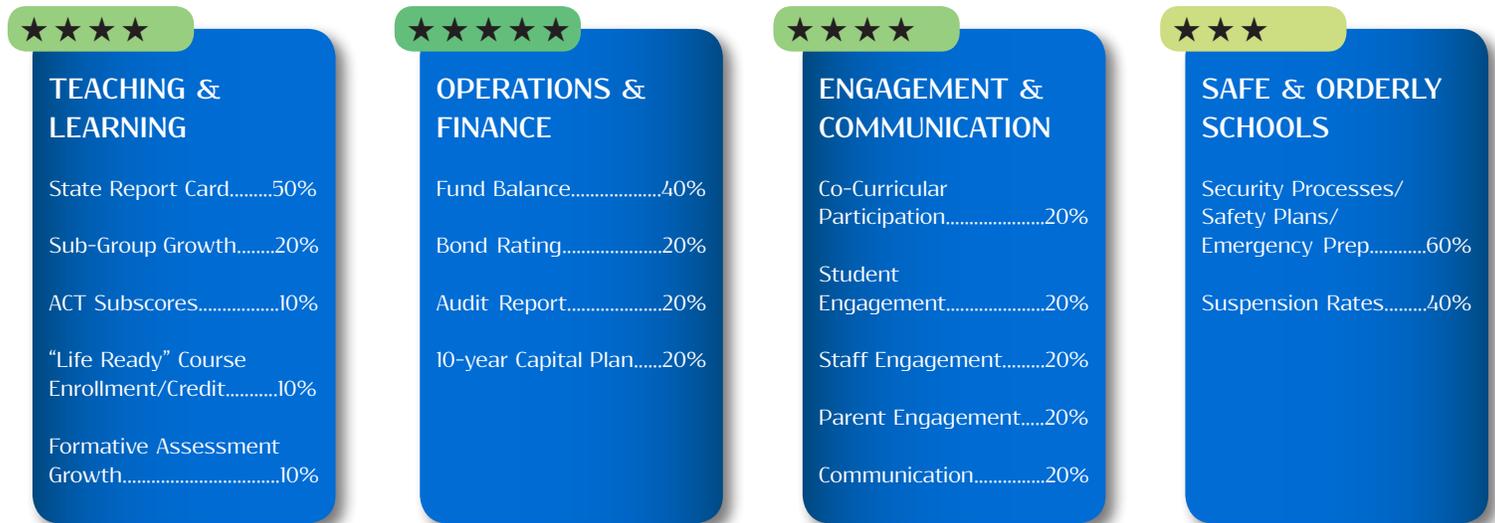
STAR RATING

- ★★★★★ SIGNIFICANTLY EXCEEDS EXPECTATIONS
- ★★★★ EXCEEDS EXPECTATIONS
- ★★★ MEETS EXPECTATIONS
- ★★ MEETS FEW EXPECTATIONS
- ★ FAILS TO MEET EXPECTATIONS

DISTRICT RATING 2017-2018



CORE AREAS & DISTRICT RATINGS



THE CAMPBELLSPORT COUGAR WAY

All students will graduate “College, Career and Life Ready” which means they will:

- Understand how their unique strengths and interests align to a wide variety of future opportunities.
- Prepare and maintain a personal plan for goal attainment that provides flexibility based on individual experiences.
- Develop a general understanding of how the problem-solving process has been applied to innovate, invent, design and build products and systems in a variety of environments/industries.
- Effectively be able to navigate both the world of higher education and employment to support a transition to adulthood.
- Possess confidence in their level of mastery of the following in relation to their personal and career goals:

KNOWLEDGE

- Core subject areas
- Global, civic, environmental, financial, health, media literacy
- Post-secondary options
- Technological literacy

SKILLS

- Academic
- Career-specific
- Life
- Interpersonal
- Technological

DISPOSITIONS

- Demonstrate citizenship through good work ethic, being a good person and accepting personal responsibility
- Communicate and interact effectively
- Analyze ideas, data and textual evidence to draw conclusions and solve problems
- Collaborate with others through interdependence, flexibility and compromise
- Demonstrate creativity by generating original ideas

CORE AREA

2017 - 2018

★★★★

TEACHING & LEARNING

The Teaching and Learning vision of the Campbellsport School District is that ALL students will learn at high levels through effective teaching practices that increase student engagement in order to become “College, Career and Life Ready” upon graduation.

KEY
PERFORMANCE
INDICATOR

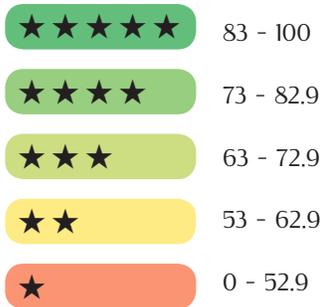
STATE REPORT CARD

★★★★

Wisconsin’s state accountability system reports on the performance of all public schools and districts, including charter schools and private schools participating in a parental choice program.

WHY THIS MATTERS: The Campbellsport School District measures are based on the state Department of Public Instruction’s Overall Accountability Ratings Score which consists of student achievement, school growth, closing gaps and on-track and postsecondary readiness:

STAR RATING



CELEBRATIONS: The Campbellsport School District exceeds expectations with a 4 Star rating of 75.

OPPORTUNITIES FOR IMPROVEMENT: While exceeding expectations is admirable, we will not be satisfied until all schools significantly exceed expectations with a District score over 83.

CORE AREA

2017 - 2018

★★★★

TEACHING & LEARNING

The Teaching and Learning vision of the Campbellsport School District is that ALL students will learn at high levels through effective teaching practices that increase student engagement in order to become “College, Career and Life Ready” upon graduation.

KEY
PERFORMANCE
INDICATOR

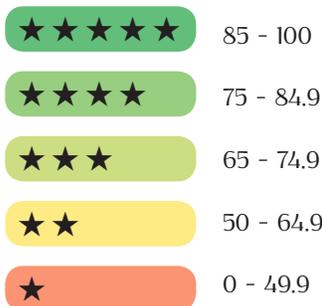
GROWTH INDICATORS BASED ON STATE REPORT CARDS

★★★

Closing Gaps shows how the performance of student groups experiencing statewide gaps in achievement and graduation are improving in the school. It recognizes the importance of having all students improve, while focusing on the need to close gaps by lifting lower-performing groups. Specific race/ethnicity groups, students with disabilities, economically disadvantaged students and English language learners are compared against their complementary groups.

WHY THIS MATTERS: These value-added scores measure how rapidly students are gaining knowledge and skills from year to year while focusing on the pace of improvement in student performance. Specifically, value-added calculations are designed to identify and measure the difference between expected growth and actual growth. Within the Campbellsport School District, we expect that each student will achieve expected growth each year through targeted and effective learning systems. The percentages measure our progress on all of our students’ expected growth:

STAR RATING



CELEBRATIONS: The Campbellsport School District meets expectations with a growth score of 68.9 which is above the State average of 66.

OPPORTUNITIES FOR IMPROVEMENT: While meeting expectations is admirable, we will not be satisfied until all schools significantly exceed expectations with a District score over 85.

CORE AREA

2017 - 2018

★★★★

TEACHING & LEARNING

The Teaching and Learning vision of the Campbellsport School District is that ALL students will learn at high levels through effective teaching practices that increase student engagement in order to become “College, Career and Life Ready” upon graduation.

KEY
PERFORMANCE
INDICATOR

ACT SUBSCORES

★★

The ACT Benchmarks are subscores on the ACT subject-area tests that represent the level of achievement required for students to have a 50% chance of obtaining a B or higher or about a 75% chance of obtaining a C or higher in corresponding credit-bearing first-year college courses. These college courses include English composition, college algebra, introductory social science courses and biology.

WHY THIS MATTERS: Based on a sample of 214 institutions and more than 230,000 students from across the United States, the ACT Benchmarks are median course placement values for these institutions and as such represent a typical set of expectations. To measure our progress, we will take the percentage of students meeting all four (4) benchmarks according to the State graduating class data.

STAR RATING



CELEBRATIONS: Campbellsport Middle-High School continues to use ACT Aspire Interim testing in grades 6-10 to increase our students’ skills and to address the tested gaps in student learning.

OPPORTUNITIES FOR IMPROVEMENT: According to the graduating class of 2018 summary, Campbellsport High School’s percentage of 23.8% is below the State average of 25% and the National average of 27%. The Campbellsport School District will not be satisfied until the percentage of students meeting all four (4) ACT benchmarks is 35% or higher consistently.

CORE AREA

2017 - 2018



TEACHING & LEARNING

The Teaching and Learning vision of the Campbellsport School District is that ALL students will learn at high levels through effective teaching practices that increase student engagement in order to become “College, Career and Life Ready” upon graduation.

KEY
PERFORMANCE
INDICATOR

FORMATIVE ASSESSMENT GROWTH

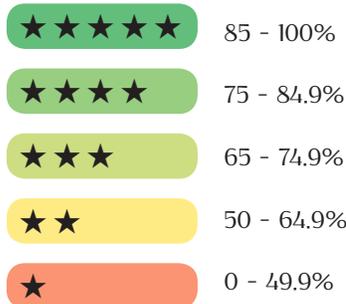


Assessment plays a crucial role in how the Campbellsport School District instructs our students and help each child grow academically.

WHY THIS MATTERS: Quality assessment provides accurate information that is used in the classroom, school and district level to increase student learning. Our balanced approach to assessment helps us monitor student growth and informs instructional practices and curricular decisions.

The Campbellsport School District will target growth through data derived from NWEA MAPs (grades K-5) and ACT Aspire (grades 6-10). Within the Campbellsport School District, we expect that each student will achieve expected growth each year through targeted and effective learning systems. The percentages measure our progress on all of our students’ expected growth in both reading and math:

STAR RATING



CELEBRATIONS: The Elementary School showed an increase of 3% in math growth on the NWEA MAP Assessment from the 2017-2018 school year to the 2018-2019 school year. The use of ACT Aspire Interims showed a huge increase of 18% in math from fall to spring in middle school students. High school students showed an increase of 5% meeting benchmarks in math benchmarks.

OPPORTUNITIES FOR IMPROVEMENT: The Elementary School had a 2% decrease in reading growth from the 2017-18 school year to the 2018-2019. For the 2019-2020 school year we will continue to look at areas of improvement in reading by ensuring high yield instructional practices are being implemented in every classroom. High school growth on ACT Aspire decreased a few percentages from fall to spring in reading benchmarks. For the 2019-20 school year, the District will continue to address what we teach and how we teach to increase student learning according to the benchmarks in ACT Aspire and NWEA MAP.

CORE AREA

2017 - 2018



TEACHING & LEARNING

The Teaching and Learning vision of the Campbellsport School District is that ALL students will learn at high levels through effective teaching practices that increase student engagement in order to become “College, Career and Life Ready” upon graduation.

KEY
PERFORMANCE
INDICATOR

“LIFE READY” COURSE ENROLLMENT/CREDIT (9-12)



Campbellsport staff, parents/guardians, business/industry and educational partners, and students all have integral roles to ensure college and career readiness. The District is fully committed to developing robust partnerships and leveraging internal external resources in order to support our students as they plan and prepare for more learning to become career- and life-prepared.

WHY THIS MATTERS: To successfully prepare college, career and life ready students, we fully recognize the importance of leveraging the “It takes a village” approach! Accordingly, the Campbellsport School District depends on robust partnerships and the generous support of parents/guardians, business/industry professionals, and educational and civic organizations to help provide real, rigorous and relevant learning experiences for our students. To monitor our progress, we will measure the percentage of graduating students who have satisfied at least of one the following categories: took at least one dual credit course (AP, CTE articulated or CAPP); took three classes in Career and Technical Education; recognized with Laude Honors.

STAR RATING



CELEBRATIONS: For the graduating class of 2018, 96 out of 97 students (99%) met the above criteria. This data validates the emphasis on developing graduates who are college, career and life ready and have the skills, dispositions and knowledge to succeed after high school.

OPPORTUNITIES FOR IMPROVEMENT: Campbellsport High School will continue to increase the Life Ready Course offerings and partnerships to provide real, rigorous and relevant learning experiences for our students.

CORE AREA

2017 - 2018

★★★★

OPERATIONS & FINANCE

The Operations and Finance vision for the Campbellsport School District is founded by fiscal frugality. The District staff recognize they are fortunate and strive to work consistently to maximize available resources. These indicators are directly linked to providing robust opportunities for students, staff and the community.

KEY
PERFORMANCE
INDICATOR

FUND BALANCE

★★★

This indicator signifies the strength of the District's financial reserves.

WHY THIS MATTERS: Maintaining a favorable fund balance provides financial stability to the District to meet emergency or critical financial expenditure needs, as well as avoid excessive interest expenses and short term borrowing, which all leads to maintaining a favorable credit rating when the need to borrow arises. The District also uses Designating General Fund Balance to provide the ability to fund the Capital Improvement Plan, as well as designate funds for educational operational needs.

STAR RATING

★★★★★	18 - 25%	Indicates the optimal range for the District to ensure having sufficient reserves available to meet expenses and maintain financial stability.
★★★★	15 - 17%	Indicates the DPI recommended range for fund balance reserves.
★★★	11 - 14%	Indicates moderate levels of reserves available to meet District financial needs.
★★	25 - 30%	Indicates high levels of reserves being held instead of deployed to meet District financial needs.
★★	6 - 10%	Indicates low levels of reserves available to meet District financial needs.
★	30 - 35%	Indicates excessive reserves being held instead of deployed to meet District financial needs.
★	0 - 5%	Indicates very few reserves available to meet District financial needs.

CELEBRATIONS: The District has increased the fund balance over the past five years to reach the optimal range, currently 26% and has designated 23% of fund balance for Capital Improvements and Educational Operational needs within the District.

OPPORTUNITIES FOR IMPROVEMENT: The District will continue to maintain the optimal fund balance range and continue if allowed to designate fund balance for operational needs.

CORE AREA

2017 - 2018

★★★★

OPERATIONS & FINANCE

The Operations and Finance vision for the Campbellsport School District is founded by fiscal frugality. The District recognizes that they are fortunate to have the support of the community and strive to work consistently to maximize available resources. These indicators are directly linked to providing robust opportunities for students, staff and the community.

KEY
PERFORMANCE
INDICATOR

BOND RATING

★★★★★

This indicator signifies the strength of the District's Bond Rating.

WHY THIS MATTERS: A good credit rating allows the District to avoid excessive interest and borrowing costs when financing is required for operations.

STAR RATING

★★★★★	Aaa - Aa3	Indicates Prime 1 credit range, excellent financial rating and stability, great credit opportunities and excellent interest rates.
★★★★	A1 - A3	Indicates Prime 1 credit range, good opportunities for credit access, good interest rates.
★★★	Baa1 - Baa	Indicates Prime 2-3 credit range resulting in limited access to credit opportunities and higher than desirable interest rates.
★★	B3 - Ba1	Indicates a sub-prime bond rating resulting in high interest rates and poor access to credit opportunities.
★	C - Caal	Indicates very poor bond rating resulting in loss of access to borrowing opportunities or excessively high interest rates.

CELEBRATIONS: The District maintains an Aa3 bond rating which has allowed for low rates of interest on the 2016-2017 and 2017-2018 Referendum Bonds. This indicates a strong and long-term reputation for fiscal management. Our goal is to maintain the current rating or higher.

OPPORTUNITIES FOR IMPROVEMENT: Maintain Current Rating or higher.

CORE AREA

2017 - 2018

★★★★

OPERATIONS & FINANCE

The Operations and Finance vision for the Campbellsport School District is founded by fiscal frugality. The District recognizes that they are fortunate to have the support of the community and strive to work consistently to maximize available resources. These indicators are directly linked to providing robust opportunities for students, staff and the community.

KEY
 PERFORMANCE
 INDICATOR

AUDIT REPORT

★★★★

This indicator examines the District's performance on the annual independent audit of the District's financial operations.

WHY THIS MATTERS: The independent audit report is an annual review of the District's Financial Operations to ensure proper accounting of the District Financial Resources is in compliance with State and Federal laws.

STAR RATING

★★★★★	No Findings	Questioned Costs or Significant Deficiencies are identified within the course of the audit.
★★★★	1 - 2 Findings	Questioned Costs or Significant Deficiencies are identified within the course of the audit. The District does not have any Material Findings and has a response to any Corrective Action Plan.
★★★	3 Findings	Questioned Costs or Significant Deficiencies are identified within the course of the audit. The District does not have any Material Findings and has a response to any Corrective Action Plan.
★★	4 - 5 Findings	Questioned Costs, Material Weaknesses, Material Deficiencies, or Failure to respond to Corrective Action Plans are identified within the course of the audit.
★	Numerous Findings	Questioned Costs, Material Weaknesses, Material Deficiencies, Failure to respond to Corrective Action Plans, and/or evidence of Fraud has been identified within the course of the audit.

CELEBRATIONS: The District had only one audit finding from the 2017-2018 audit report.

OPPORTUNITIES FOR IMPROVEMENT: The District had two findings regarding Financial Statement Preparation and Internal Controls from the 2017-2018 audit report.

CORE AREA

2017 - 2018

★★★★

OPERATIONS & FINANCE

The Operations and Finance vision for the Campbellsport School District is founded by fiscal frugality. The District recognizes that they are fortunate to have the support of the community and strive to work consistently to maximize available resources. These indicators are directly linked to providing robust opportunities for students, staff and the community.

KEY
PERFORMANCE
INDICATOR

10-YEAR CAPITAL PLAN

★★★★★

This indicator examines the presence and implementation of a Facility Capital Plan.

WHY THIS MATTERS A 10-year plan allows the District to forecast budgetary needs to support the safety and security of each site and facility.

STAR RATING

- ★★★★★ 10-year plan is in place with annual and quarterly reviews and adjustments.
- ★★★★ 10-year plan is in place with annual review.
- ★★★ 10-year plan is in place.
- ★★ 10-year plan is being developed and is under construction.
- ★ No plan is in place.

CELEBRATIONS: Facility Services staff are talented and able to complete many projects in-house.

OPPORTUNITIES FOR IMPROVEMENT: Current budget allotments do not allow for full completion of the plan annually which leads to an ongoing wait list and also allows for future projects to be moved ahead of others as needs change.

CORE AREA

2017 - 2018



ENGAGEMENT & COMMUNICATION

The Campbellsport School District Communication and Engagement Vision is based upon the belief that together, we can accomplish anything. The District values stakeholder engagement and uses two-way communication to build relationships that create a successful district.

KEY
PERFORMANCE
INDICATOR

PARENT ENGAGEMENT

School Climate Parental Survey Completion Rate: This indicator examines the rate at which parents participate in the annual District Climate Survey.

WHY THIS MATTERS: Strong culture and climate at the building and District level is foundational for successful student learning.

STAR RATING

- ★★★★★ 65 - 100% of parents complete the school and District climate survey.
- ★★★★ 50 - 65% of parents complete the school and District climate survey.
- ★★★ 35 - 50% of parents complete the school and District climate survey.
- ★★ 20 - 35% of parents complete the school and District climate survey.
- ★ 0 - 20% of parents complete the school and District climate survey.

CELEBRATIONS:

OPPORTUNITIES FOR IMPROVEMENT: The Campbellsport School District will be giving a survey during the 2019-20 school year.

CORE AREA

2017 - 2018



ENGAGEMENT & COMMUNICATION

The Engagement and Communication vision of the Campbellsport School District is based upon the belief that together, we can accomplish anything. The Campbellsport School District values stakeholder engagement, as well as, using a digital presence to create a successful district.

KEY
PERFORMANCE
INDICATOR

STAFF ENGAGEMENT



School Climate Staff Survey Completion Rate: This indicator examines the rate at which staff participate in the annual Staff Climate Survey. The inaugural Staff Engagement Survey was completed by 85% of District-wide staff.

WHY THIS MATTERS: Strong climate at the building and district level is foundational for successful student learning.

STAR RATING

-  More than 65% of staff complete the school and District climate survey.
-  Between 50% and 65% of staff complete the school and District climate survey.
-  Between 35% and 50% of staff complete the school and District climate survey.
-  Between 20% and 35% of staff complete the school and District climate survey.
-  Less than 20% of staff complete the school and District climate survey.

CELEBRATIONS: The District presented the first Staff Engagement Survey (Gallup Q12) in 2018-19 to assess areas of strength and needed improvement. The strengths noted by the survey included 'Committed to Quality' and 'Having a Best Friend.' In a related narrative, staff repeatedly mentioned the quality of the staff and their students as strengths.

OPPORTUNITIES FOR IMPROVEMENT: The District also reviewed the areas needing improvement per the survey results. We shared the results with staff and will formulate with them how to address the noted shortcomings. Those areas included 'Progress' and having 'Opinions Count.'

CORE AREA

2017 - 2018



ENGAGEMENT & COMMUNICATION

The Engagement and Communication vision of the Campbellspport School District is based upon the belief that together, we can accomplish anything. The District values stakeholder engagement and uses two-way communication to build relationships that create a successful district.

KEY
PERFORMANCE
INDICATOR

STUDENT ENGAGEMENT

Student Engagement Survey Completion Rate: This indicator examines the rate at which students participate in the annual student engagement survey.

WHY THIS MATTERS: Strong student engagement is foundational for successful student learning.

STAR RATING

-  More than 65% of staff complete the school and District climate survey.
-  Between 50% and 65% of staff complete the school and District climate survey.
-  Between 35% and 50% of staff complete the school and District climate survey.
-  Between 20% and 35% of staff complete the school and District climate survey.
-  Less than 20% of staff complete the school and District climate survey.

CELEBRATIONS:

OPPORTUNITIES FOR IMPROVEMENT: The Campbellspport School District will be giving a survey during the 2019-20 school year.

CORE AREA

2017 - 2018

★★★★

ENGAGEMENT & COMMUNICATION

The Engagement and Communication vision of the Campbellsport School District is based upon the belief that together, we can accomplish anything. The District values stakeholder engagement and uses two-way communication to build relationships that create a successful district.

KEY
PERFORMANCE
INDICATOR

COMMUNICATION

★★★

This indicator examines communication practices between schools and parents/guardians.

WHY THIS MATTERS: A consistent and predictable communication system between school and home forms last partnerships that help students succeed.

STAR RATING

- ★★★★★ A district communication plan guides schools in terms of best practices and the plan is implemented with fidelity in all schools across the District.
- ★★★★ Schools have strategic, planned communication on a bi-weekly basis that is two-way in nature.
- ★★★ Schools have planned communications to families on a consistent basis.
- ★★ Schools have minimal communication to families in a one-way format.
- ★ Schools do not have planned communication to families.

CELEBRATIONS: Our schools have active social media presences and communicate via email as well as folders at the elementary level. We have active one-way communication with our families and community.

OPPORTUNITIES FOR IMPROVEMENT: Our website and mobile app can be better utilized and our communication across the district can be more strategic to increase our avenues for communication with our parents and community. We are exploring conducting listening sessions with our community, students and parents and forming a communication committee to address these areas.

CORE AREA

2017 - 2018

★★★★

ENGAGEMENT & COMMUNICATION

The Engagement and Communication vision of the Campbellsport School District is based upon the belief that together, we can accomplish anything. The District values stakeholder engagement and uses two-way communication to build relationships that create a successful district.

KEY
PERFORMANCE
INDICATOR

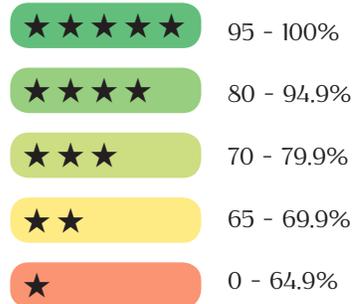
CO-CURRICULAR - ATHLETIC PARTICIPATION RATE

★★★★

This indicator measures the percentage of students who participate in at least one co-curricular activity per year.

WHY THIS MATTERS: Strong student participation is foundational for successful student learning. Participation in co-curricular activities at the high school level:

STAR RATING



CELEBRATIONS: For the 2018-2019 school year we had 82% of our high school students participate in at least 1 activity/sport.

OPPORTUNITIES FOR IMPROVEMENT: Knowing that strong student participation increases student success, we are working on increasing participation at the elementary and middle school level. We would like to retain as many students in continuing co-curricular involvement as they move through their educational career. We need to find ways to increase offerings for all students (i.e. SPED).

CORE AREA

2017 - 2018

★★★★

SAFE & ORDERLY SCHOOLS

The Safe and Orderly Schools vision of the Campbellsport School District strives to create a school environment that is safe and conducive for student learning. We implement Positive Behavior Intervention and Supports practices that help create a climate of appropriate behavior. Emergency preparedness training and practice drills occur throughout the year to ensure our staff and students have the skills and confidence to successfully respond to any emergency situation.

KEY
PERFORMANCE
INDICATOR

SECURITY PROCESSES/SAFETY PLANS/EMERGENCY PREPAREDNESS

★★★

This indicator examines the emergency preparedness practices within the District.

WHY THIS MATTERS: Student and staff safety is critical and preparing for and planning around safety is key to the emotional and physical safety of our system.

STAR RATING

- ★★★★★ Updated Crisis Management Plan, drills conducted, parent communication, successful audits.
- ★★★★★ Updated Crisis Management Plan, drills conducted, successful audits.
- ★★★ Updated Crisis Management Plan and plan in place and drill are being conducted.
- ★★ No plan is in place, but drills are being conducted.
- ★ No plan in place, no drills are being conducted.

CELEBRATIONS: The Campbellsport School District is an ALICE certified school district with an updated Crisis Management Plan.

OPPORTUNITIES FOR IMPROVEMENT: Developing a District-wide safety committee.

CORE AREA

2017 - 2018

★★★★

SAFE & ORDERLY SCHOOLS

The Safe and Orderly Schools vision of the Campbellsport School District strives to create a school environment that is safe and conducive for student learning. We implement Positive Behavior Intervention and Supports practices that help create a climate of appropriate behavior. Emergency preparedness training and practice drills occur throughout the year to ensure our staff and students have the skills and confidence to successfully respond to any emergency situation.

KEY
PERFORMANCE
INDICATOR

SUSPENSION RATES

★★★★

This indicator examines the rate at which students are suspended in the District.

WHY THIS MATTERS: Students who cause significant disruptions to themselves and others can cause significant disruptions to the teaching and learning environment.

STAR RATING

- ★★★★★ Student suspension rate of 0 - 1.9%
- ★★★★ Student suspension rate of 2 - 3.9%
- ★★★ Student suspension rate of 4 - 5.9%
- ★★ Student suspension rate of 6 - 7.9%
- ★ Student suspension rate of 8% or above

CELEBRATIONS: The Campbellsport School District suspension rate for the 2017-18 school year was 3.2%. While this is indicative of a safe school, we will continue to strive to stay at 2% or below.

OPPORTUNITIES FOR IMPROVEMENT: Although we have decreased the percentage from 3.9% to 3.2% over the past year, the Campbellsport School District will strive to stay under a 2% suspension rate for the upcoming school year.