

PLEASE POST



SCHOOL DISTRICT OF SHOREWOOD
Shorewood, Wisconsin
December 10, 2024 AGENDA

SCHOOL BOARD MEETING
7:00 PM

Shorewood High School Library Media Center (LMC)
1701 East Capitol Drive
Shorewood, WI 53211

Parking is available in the Shorewood High School lot; please enter through the Administration Building doors and take the stairs up to the second floor. *An elevator is accessible near the east stairs.*

Participants may also access the Annual Meeting on Zoom:

Join Zoom:

<https://us02web.zoom.us/j/81599627722>

Meeting ID: 815 9962 7722

One tap mobile

+16468769923,,81599627722# US (New York)

+13017158592,,81599627722# US (Washington DC)

Dial by your location

+1 646 876 9923 US (New York)

+1 301 715 8592 US (Washington DC)

+1 312 626 6799 US (Chicago)

+1 408 638 0968 US (San Jose)

+1 669 900 6833 US (San Jose)

+1 253 215 8782 US (Tacoma)

+1 346 248 7799 US (Houston)

Meeting ID: 815 9962 7722

Find your local number: <https://us02web.zoom.us/u/kdeePLnyIh>

Parameters for Public Comment

The Board welcomes public comments. Public comments are limited to three minutes per person. Per Wisconsin's open meeting law and guidance issued by Wisconsin's Attorney General, we cannot engage in substantive discussions or act on items not on the agenda; however, we will follow up with speakers after the

meeting or add items to a future Board agenda for purposes of addressing the matter. Further, we do not permit discussion of pupils, current or former staff, or job candidates. The Board is also reachable by email at schoolboard@shorewood.k12.wi.us.

This meeting notice was posted on December 6, 2024.

I. 7 pm CALL TO ORDER

A. Adopt the Agenda (GC2)

B. Overarching Result for Shorewood School District (R1)

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.

C. Awards and Recognitions

II. 7:05 pm STUDENT ACHIEVEMENT AND RESULTS (R1)

Shorewood Intermediate School

III. 7:15 pm PUBLIC COMMENT #1 (GC3)

Initiate and maintain effective communication with the citizens and other important stakeholder groups as a means to engage them in the work of the Board and the District.

IV. 7:25 pm SUPERINTENDENT'S REPORT

3

V. 7:35 pm SUPERINTENDENT'S CONSENT AGENDA

A. Approval of District Staffing Changes: Appointments, Retirements, Resignations and Leave of Absence Requests

6

VI. 7:40 pm BOARD BUSINESS AND POSSIBLE BOARD ACTION

A. Strategic Planning Update

B. School Model Information

7

C. Approval of OE 5 (Financial Management & Administration) Operational Expectations Monitoring Document

9

D. Discussion of R2 Revisions

21

VII. 8:45 pm BOARD CONSENT AGENDA (GC2)

A. Approval of Board Meeting Minutes

27

November 26, 2024 Regular Board Meeting

VIII. 8:50 pm PUBLIC COMMENT #2 (GC3)

Initiate and maintain effective communication with the citizens and other important stakeholder groups as a means to engage them in the work of the Board and the District.

IX. 9:00 pm BOARD MEMBER REPORTS

X. 9:05 pm REVIEW OF 'TO DO' ITEMS

XI. 9:10 pm FUTURE AGENDA ITEMS

XII. 9:15 pm RECESS AND DEBRIEF



**EXECUTIVE SUMMARY
FOR THE SHOREWOOD SCHOOL BOARD**

Topic: Superintendent's Report

Date: December 10, 2024

Prepared by: Laurie Burgos, Superintendent

Recommended action:

- Information only
- Presentation/discussion
- Discussion/action by School Board
- Presentation/action next meeting

Purpose:

To summarize current District education, administrative and operations priorities and provide follow up on items from prior Board meetings.

2025 Budget Development Timeline

Concurrent with the strategic planning process for 2030 and beyond, the District will begin developing the 2026 fiscal year budget in January, and a calendar of key discussion and Board action dates can be viewed [here](#).

As we work to fund priorities for next year and look to the future, we encourage community members to join the District in advocating for the financial resources Wisconsin's public school districts need during the state's 2025-2027 budget development process. The Wisconsin Public Education Network ([WPEN](#)) offers information and resources to communities and concerned citizens around the state who want to advocate for public education and communicate with elected representatives; a WPEN budget action day is scheduled for December 14 in Madison and additional events are planned early next year. The District included the WPEN link in our 2024 Village [Property Tax insert](#), which will be delivered to property owners this month, and we will be adding upcoming legislative advocacy opportunities to the District website.

As discussed at the November 26 Board meeting, the District will also be part of efforts being coordinated by the [Southeastern Wisconsin Schools Alliance](#) (SWSA) to lobby for both resources and policies that support our shared goals for students at [Budget Listening Sessions](#) around the state and through dialogue with lawmakers. The Wisconsin Association of School Boards (WASB)

will also be presenting a number of resolutions related to school funding at the upcoming State Education Convention (January 21-22).

District and School Updates

As the Budget Development Calendar indicates, one of the first steps in establishing our operating budget for next year is January 28 Board action on the District's Open Enrollment recommendation. As a reminder, the Open Enrollment process is governed by the Wisconsin Department of Public Instruction (DPI); within DPI administrative rules, local districts can develop policies and procedures to determine both the number of seats to make available as well as practices around enrollment of siblings, reapplication and some other matters.

The District leadership team has begun work on the enrollment projections and other data analyses that will inform our recommendation, and we will outline District policy changes, if any, at the January 28 Board meeting; the Board will also receive the District Auditor's Report at this meeting.

Resident student registration for the 2025-2026 school year will open on January 1. The District website outlines the timeline for families with 4K and/or other students new to Shorewood Schools, as well as residency, immunization and other required documentation; [4K informational flyers](#) will be made available at the Shorewood Public Library, at our elementary schools, through the Recreation & Community Services department and elsewhere in the community. Counselors and building teams will continue to follow up with families whose students participated in recent shadow days and school tours, and will reach out to area private and parochial schools to facilitate the transition for students entering the District next year.

We are also continuing to build on feedback received from students and families in terms of school orientations and transitions. Amanda Jamerson, SHS Associate Principal, established a SHS new student group this year, and our SIS and elementary school teams will be expanding activities for 6th and 8th grade students and spring orientation communications, as well as grade level faculty meetings and coordination of support services for students with IEPs and 504 plans. These are critical to strengthening school/home communications, fostering students' sense of belonging, facilitating transitions, and increasing student and family engagement in our learning communities.

Along with enrollment initiatives, the District is working on next year's Instructional Calendar. In addition to ensuring that the District calendar is in compliance with state mandates, development of the Instructional Calendar includes a review of area districts' calendars to help inform decisions about religious holidays and observances, Winter and Spring Breaks, and other calendar items that are important to both staff and families. Balancing required instructional time with our commitment to providing collaborative professional development, training, and planning and records days has been a focus of calendar discussions in recent years, and we will continue to make adjustments where we can.

The District has also begun work on our 2023-2024 Civil Rights Data survey, which will be submitted to the federal Department of Education Office of Civil Rights (OCR) early next year. This is an annual requirement that applies to all public, charter and alternative schools in the United States.

Finally, I am also pleased to provide an update on the District's work to update our staff Handbooks, which has been a priority over the past several months. Legal counsel completed its review of our revisions last week, and we will be sharing updated language with each of our employee groups after Winter Break. We will review needs for clarification that they identify and plan to make final edits effective in January 2025.



**EXECUTIVE SUMMARY
FOR THE SHOREWOOD SCHOOL BOARD**

Topic: Resignation

Date: December 10, 2024

Prepared by: Carrie Wettstein

Recommended action:

- Information only
- Presentation/discussion
- Discussion/action by committee
- Discussion/action by Board of Education
- Presentation/action next meeting

Recommendation(s): Approval

Purpose: Resignation

Background:

Keith Roberts, Physical Education Teacher at Shorewood Intermediate School and Shorewood High School, has resigned his position.



EXECUTIVE SUMMARY FOR THE SHOREWOOD SCHOOL BOARD

Topic: School Models for Financial Sustainability
Date: December 10, 2024
Prepared by: Heather Heaviland

- Information only
- Presentation/discussion
- Discussion/action by board of education
- Presentation/action next meeting

Purpose: To inform the Board of possible school model configurations that could increase the efficiency of school operations and obtain direction on which model, if any, the Board would like the District to explore in greater depth and prepare an implementation plan and timeline for further consideration.

Background: The cost of operating a K-12 school district has increased significantly and the State of Wisconsin has not increased its investment in public education at the same rate. While the Shorewood School District has benefited from strong public support and therefore been able to increase local revenue through an operational referendum, the District remains committed to finding ways to operate with the greatest possible balance of efficiency and quality. In February 2024, the School Board convened in a budget workshop to review priorities and discuss strategies to decrease costs. At this workshop, the Board requested that the District explore school consolidation as an option.

Model Overview: After reviewing projected resident enrollment based on the current trajectory, the District assessed capacity at each school building using data from the 2016 Facilities Master Plan completed by Eppstein Uhen architects. Total capacity was modified based on the assumption that the District will continue to move towards more differentiation happening in the classroom versus in 'pull out' settings, and that minimal to no renovations are desired. Based on this, the District determined that two consolidation and one expansion model could be feasible, subject to further evaluation:

- 1) Consolidation of the current elementary and intermediate schools into two schools - one a K4-3rd grade school and one a 4th-8th grade school, with the high school continuing to operate as a stand-alone 9th-12th grade model.
- 2) Operation of the two current K4-6th grade schools with different school sizes - one as a two class per grade school and one as a three class per grade school - and consolidation of the intermediate and high school as one 7th-12th grade school.
- 3) Addition of approximately 200 more students through Open Enrollment, maintaining the current configuration of two elementary schools, one intermediate school, and one high school.

Fiscal impact: Further analysis and planning is needed in order to project financial impact. To guide the Board in determining the desirability of further considering one of these models, the District completed a preliminary assessment of the financial impact of each possible school model change. This assessment assumed similar teaching staff ratios and class size targets to the current model. Savings are driven by economies of scale with school-level administrators and non-instructional staff serving more students per school, a partial reduction in operational costs for the intermediate school (consolidation models), and more revenue received per classroom with a higher ratio of resident:non-resident students. Consolidation models are estimated to save the District \$1.7M-\$2.2M per year. The expansion model adds revenue by increasing the number of students enrolled through Open Enrollment, which assumes maximization and, at some grade levels, increasing the number of Open Enrollment applications received. If Open Enrollment goals are met, the District estimates that net revenue (after new expenses for the increase in students) would be approximately \$800K, subject to further analysis. These impacts are based on preliminary estimates of staffing that need to be examined further in order to verify feasibility.



Shorewood
SCHOOL DISTRICT

**Operational Expectations Monitoring Document
OE-5 Financial Planning, Administration & Asset Protection**

Certification of the Superintendent: *With respect to Operational Expectation 5 (Financial Planning), 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: Laurie Burgos, Superintendent **Date:** December 10, 2024

Executive Summary

This compliance report highlights significant progress in financial planning, administration, and asset protection within the Shorewood School District. Key accomplishments include ongoing efforts to strengthen the District's financial position and implement long-range strategies for sustainability. Notably, the District is now operating with a fund balance within the recommended range, a critical milestone in fiscal health. Community engagement initiatives, such as the "Let's Talk About Budgets" sessions and community-wide budget prioritization sessions, increased transparency and strengthened trust with stakeholders, while promoting the alignment of financial decisions with community priorities.

Operationally, the District made significant strides in improving internal processes. The implementation of new cash management procedures has minimized the risk of financial loss, while a comprehensive set of purchasing procedures now provides school ordering officers with a clear guide, enhancing consistency and compliance. Additionally, internal stability in the Business Services Office, with most staff now in their second or third year or beyond, has shifted the focus from foundational learning to refining operations. These advancements reflect the district's dedication to responsible financial stewardship, operational efficiency, and collaborative governance in support of its long-term goals.

Disposition of the Board: *With respect to Operational Expectation 5 (Financial Planning), 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:

Signed: _____, Board President **Date:** December 10, 2024

OE-5 Financial Planning

The Superintendent shall develop and maintain a fiscally responsible multi-year financial plan that reflects the Board's Results priorities and Operational Expectations.

Superintendent Interpretation:

- *Multi-year financial plan* shall mean a budget that balances revenues and expenditures for at least two years, including capital improvements;
- *Fiscally responsible* shall mean the expenditures do not exceed revenues and result in a balanced budget.

OE 5.1.

The Superintendent will develop a budget that takes into account the District's long-term fiscal soundness and strategic plan.

Superintendent:

Compliant
Compliant with noted exceptions ___
Not compliant ___

Board:

Compliant ___
Compliant with noted exceptions ___
Not compliant ___

Superintendent Interpretation:

- The Board will understand the relationship between the budget and the strategic plan. Budget presentations to the Board will explicitly outline how budgeted funds are allocated to support the Board's priorities and goals identified in the strategic plan.

Board Indicator 1

Each year the District delivers to the Board a budget development summary, segregated by fund and object that clearly indicates each source of revenue, and the purpose of each expense, as required by the Wisconsin Department of Public Instruction (DPI).

Superintendent:

Compliant
Compliant with noted exceptions ___
Not compliant ___

Board:

Compliant ___
Compliant with noted exceptions ___
Not compliant ___

Evidence:

The budget presented for the Annual Meeting in August and the budget adoption in October 2024 is in the format as required by DPI for publication and recommended by DPI for adoption.

Board Comments:

Board Indicator 2

The District delivers a budget for approval during the Annual Meeting as required by the DPI. This format reports three years of activity, the prior year audited activity, the current year "unaudited," and the upcoming "proposed" fiscal year budget.

Superintendent:

Compliant
 Compliant with noted exceptions ___
 Not compliant ___

Board:

Compliant ___
 Compliant with noted exceptions ___
 Not compliant ___

Evidence:

Budget presented at the Annual Meeting / Budget Hearing complied with the requirements as specified by DPI.

Board Comments:**OE-5.2**

The Superintendent will develop a budget that discloses budget-planning assumptions and budget balancing strategies.

Superintendent:

Compliant
 Compliant with noted exceptions ___
 Not compliant ___

Board:

Compliant ___
 Compliant with noted exceptions ___
 Not compliant ___

Superintendent Interpretation:

- *Budget planning assumptions and budget balancing strategies* shall mean factors considered and assumed in drafting the budget (e.g. enrollment, staffing levels, changes in state funding).

Board Indicator 1

As the budget is developed for the upcoming fiscal year, the administrative team compiles a list of all assumptions used in the budget development, detailed in an impact statement. Budget assumptions are shared with the Board during the preliminary budget presentation, again at the annual meeting, and when the final budget is approved in October.

Superintendent:

Compliant
 Compliant with noted exceptions ___
 Not compliant ___

Board:

Compliant ___
 Compliant with noted exceptions ___
 Not compliant ___

Evidence:

Budget assumptions were presented to the Board at multiple stages of budget development, including during the preliminary budget presentation, annual meeting, and original budget presentation. These assumptions were refined and developed as new information became available.

Board Comments:

Board Indicator 2:

The Superintendent will develop a budget that reflects anticipated changes in staffing, employee compensation and benefits adjustments and indicate how changes are being applied to all employee groups.

Superintendent:

Compliant
 Compliant with noted exceptions ___
 Not compliant ___

Board:

Compliant ___
 Compliant with noted exceptions ___
 Not compliant ___

Evidence:

Compensation changes were included in the budget assumptions presented to the Board. In addition, changes to staffing were presented as part of the budget balancing strategies in April 2024.

Board Comments:**OE-5.3**

The Superintendent will develop a budget that ensures fiscal soundness in future years.

Superintendent:

Compliant
 Compliant with noted exceptions ___
 Not compliant ___

Board:

Compliant ___
 Compliant with noted exceptions ___
 Not compliant ___

Superintendent Interpretation

- *Fiscal soundness* shall mean the ability of the District to meet cash flow requirements on a daily basis without incurring excessive short term financing or debt; and
- *Future years* shall mean the current and subsequent fiscal year.

Board Indicator 1

The Superintendent submits a balanced budget to the Board for approval.

Superintendent:

Compliant
 Compliant with noted exceptions ___
 Not compliant ___

Board:

Compliant ___
 Compliant with noted exceptions ___
 Not compliant ___

Evidence:

The District presented the Board with a balanced budget.

Board Comments:**Board Indicator 2**

Any budget items or assumptions that are projected to leave the district fund balance at less than 10% of the District's annual operating budget are understood and approved by the Board as part of the full budget.

Superintendent:

Compliant
 Compliant with noted exceptions ___
 Not compliant ___

Board:

Compliant ___
 Compliant with noted exceptions ___
 Not compliant ___

Evidence:

The proposed and approved original budget projects a year-end fund balance of 36% of the preceding year's expenditures, which exceeds the minimum balance of 10% per board policy.

Board Comments:**Board Indicator 3**

The budget shall include a 5-year forecast of trends in budget projection enrollment, expenses and revenue expenses.

Superintendent:

Compliant
 Compliant with noted exceptions ___
 Not compliant ___

Board:

Compliant ___
 Compliant with noted exceptions ___
 Not compliant ___

Evidence:

The District presented a five-year financial forecast that included enrollment, revenue, and expense assumptions at the March 12, 2024 board meeting. Enrollment projections were also reviewed with the Board at the January 23, 2024 meeting.

Board Comments:**OE 5.4**

The Superintendent will ensure that all purchases are made in accordance with the District purchasing policy.

Superintendent:

Compliant
 Compliant with noted exceptions ___
 Not compliant ___

Board:

Compliant ___
 Compliant with noted exceptions ___
 Not compliant ___

Board Indicator 1:

The Superintendent has obtained multiple price quotations for purchases of \$10,000 or higher, except in emergencies and in cases where price negotiations would not result in a savings to the District.

Superintendent:

Compliant
 Compliant with noted exceptions ___
 Not compliant ___

Board:

Compliant ___
 Compliant with noted exceptions ___
 Not compliant ___

Evidence:

The District solicits quotes for single items costing in excess of \$10,000. When purchasing an item with a cost exceeding \$10,000, the purchaser obtains three quotes. These are attached to the purchase order (as verified by the Accounts Payable Manager) for purposes of verification and records maintenance.

Board Comments:

Board Indicator 2:

Purchase of and contract for projects will be subject to a competitive bid process as and when required by law. All competitively bid purchases of supplies, materials, or equipment in the amount of \$20,000 or more are awarded to the lowest responsible qualified vendor, taking into consideration the quality of materials and services desired and other project and District needs. The District awards bids according to a bid matrix.

Superintendent:

Compliant
 Compliant with noted exceptions ___
 Not compliant ___

Board:

Compliant ___
 Compliant with noted exceptions ___
 Not compliant ___

Evidence:

The District follows the Neola policy of soliciting competitive bids when required by law. In 2023-2024, the District solicited competitive bids for our printer and copier leases as well as for multiple building repair projects.

Board Comments:**Board Indicator 3:**

The District demonstrates its commitment to equity and to supporting our local businesses by awarding bids to businesses that meet Disadvantaged Business Enterprise (DBE)* or similar certification requirements and to local bidders.

*DBE is a federal designation for small, for-profit business concerns with majority ownership from socially and economically disadvantaged individuals.

Superintendent:

Compliant
 Compliant with noted exceptions ___
 Not compliant ___

Board:

Compliant ___
 Compliant with noted exceptions ___
 Not compliant ___

Evidence:

The District bid process includes questions about DBE status as well as commitment to workforce diversity when a formal RFP is completed. The District seeks to utilize minority-owned or local vendors when possible and includes this as a variable when evaluating competitive proposals.

Board Comments:**OE 5.5**

The District shall track and collect fees due from students' caregivers.

Superintendent:

Compliant
 Compliant with noted exceptions ___
 Not compliant ___

Board:

Compliant ___
 Compliant with noted exceptions ___
 Not compliant ___

Superintendent Interpretation:

- *Fees due from students' caregivers* shall mean any fees due in exchange for participation in school activities or from food service.

Board Indicator 1 Uncollected funds are reported to the Board at least annually.	
Superintendent: Compliant <input checked="" type="checkbox"/> Compliant with noted exceptions ___ Not compliant ___	Board: Compliant ___ Compliant with noted exceptions ___ Not compliant ___
Evidence: A report of uncollected fees is included as an attachment to this report. A total of \$12,437.08 in 2023-2024 school fees remain unpaid as of 12/2/24, representing 8% of all resale and activity fees collected. Course and materials fees comprise the largest percentage of the total (45%). Notably, while athletics comprised 33% of unpaid fees in FY23, that percentage was reduced to 10% in FY24. Fees are owed by 189 unique students, with an average per student outstanding amount of \$66. 44 students with balances greater than \$100 are responsible for 60% of unpaid fees. An additional \$13,682.20 in lunch overdrafts were also due as of the end of the 2023-2024 school year. Balances less than \$3 and balances owed by former employees, which altogether totalled \$394.28, were written off at the end of the year. All other unpaid lunch and school fees were carried over to the current school year and the District continues efforts to collect payment. Caregivers have received a written statement as well as bi-weekly reminders.	
Board Comments:	

OE 5.6 The Superintendent will keep complete and accurate financial records by funds and accounts in accordance with Generally Accepted Accounting Principles.	
Superintendent: Compliant <input checked="" type="checkbox"/> Compliant with noted exceptions ___ Not compliant ___	Board: Compliant ___ Compliant with noted exceptions ___ Not compliant ___

Superintendent Interpretation

- *Keep complete and accurate financial records* shall mean the District will account for all financial resources and expenditures per the Financial Policies and Procedures account structure and report to the public using Generally Accepted Accounting Principles;
- *Generally Accepted Accounting Principles* shall mean guidelines and standards for public school district financial reporting provided by the Federal Accounting Standards Board.

Board Indicator 1 The District hires an independent financial auditor and the outcome of the annual audit is presented to the Board.	
Superintendent: Compliant <input checked="" type="checkbox"/> Compliant with noted exceptions ___ Not compliant ___	Board: Compliant ___ Compliant with noted exceptions ___ Not compliant ___
Evidence: The District engaged Clifton, Larson, Allen LLP to complete an annual audit of the District's financials for	

fiscal year 2023 (FY23) and fiscal year 2024 (FY24). The FY23 audit results were presented to the Board on February 13, 2023 and the FY24 results will be presented in January 2025.

Board Comments:

Board Indicator 2

The independent financial auditors express an "unqualified opinion" on the basic financial statements and conformity with accounting principles generally accepted in the United States of America.

Superintendent:

Compliant
Compliant with noted exceptions ___
Not compliant ___

Evidence:

Audited financial statements for FY23, FY24 and all prior years have received the unqualified opinion.

Board Comments:

Board Indicator 3

The District is in conformity with the financial reporting and audit process required by the DPI to ensure compliance with budgetary, accounting and reporting requirements.

Superintendent:

Compliant
Compliant with noted exceptions ___
Not compliant ___

Board:

Compliant ___
Compliant with noted exceptions ___
Not compliant ___

Evidence:

Auditors follow all DPI audit guidelines and assure District compliance with federal grant monitoring standards. Financial statements filed with the DPI are in compliance with regulatory standards. Auditors also verify these financial statements.

Board Comments:

OE-5.7

The District shall record actual revenues and expenses throughout the year on a timely basis.

Superintendent:

Compliant
Compliant with noted exceptions ___
Not compliant ___

Board:

Compliant ___
Compliant with noted exceptions ___
Not compliant ___

Superintendent Interpretation:

- *Record actual revenues and expenses* shall mean keeping accurate records of the processing of financial transactions.
- *Timely basis* shall mean at least quarterly, and with regular frequency.

Board Indicator 1

The Board receives regular reports of District financial transactions.

Superintendent:

Compliant
 Compliant with noted exceptions ___
 Not compliant ___

Board:

Compliant ___
 Compliant with noted exceptions ___
 Not compliant ___

Evidence:

On a monthly basis, the District provides the Board with financial statements including a balance sheet, statement of activities, cash receipts and check register. In addition, the District prepares a set of financial dashboards for the Board on a monthly basis.

Board Comments:**Board Indicator 2**

The Board is informed of any inter-fund transfers.

Superintendent:

Compliant
 Compliant with noted exceptions ___
 Not compliant ___

Board:

Compliant ___
 Compliant with noted exceptions ___
 Not compliant ___

Evidence:

Inter-fund transfers are included on the monthly financial reports and in the year-end statements.

Board Comments:**Board Indicator 3**

The Superintendent presents the final revenue and expenditures for the fiscal year and compares it to the approved budget.

Superintendent:

Compliant
 Compliant with noted exceptions ___
 Not compliant ___

Board:

Compliant ___
 Compliant with noted exceptions ___
 Not compliant ___

Evidence:

The year-end financial statements are summarized in the August financial report. A year-end budget monitoring report is also attached to this report.

Board Comments:**OE-5.8**

The Superintendent will develop procedures and controls to safeguard District funds and prevent financial mismanagement.

Superintendent: Compliant <input checked="" type="checkbox"/> Compliant with noted exceptions ___ Not compliant ___	Board: Compliant ___ Compliant with noted exceptions ___ Not compliant ___

Superintendent Interpretation

- *Develop procedures and controls* shall mean processes that provide multiple checks by different people; and
- *Safeguard District funds and prevent financial mismanagement* shall mean protect from fraud.

Board Indicator 1 The Superintendent ensures segregation of duties and responsibilities in the Business Services Office.	
Superintendent: Compliant <input checked="" type="checkbox"/> Compliant with noted exceptions ___ Not compliant ___	Board: Compliant ___ Compliant with noted exceptions ___ Not compliant ___
Evidence: To the degree possible, segregation of duties will be enforced by the Director of Business Services. The annual financial audit includes a review of practices by the independent auditors.	
Board Comments:	

Board Indicator 2: The Superintendent has processes and procedures in place to safeguard receipt of funds and disbursement, including wire transfers.	
Superintendent: Compliant <input checked="" type="checkbox"/> Compliant with noted exceptions ___ Not compliant ___	Board: Compliant ___ Compliant with noted exceptions ___ Not compliant ___
Evidence: Banking processes require “positive pay” and dual approval of wire transfers.	
Board Comments:	

OE-5.9 The Superintendent may not allow facilities and equipment to be subject to improper use or insufficient maintenance.	
Superintendent: Compliant <input checked="" type="checkbox"/> Compliant with noted exceptions ___ Not compliant ___	Board: Compliant ___ Compliant with noted exceptions ___ Not compliant ___

Superintendent Interpretation

- *Facilities and equipment* shall mean assets in excess of \$5,000.00 original cost;

- *Improper use* shall mean Inappropriate operation or treatment, or utilization in a manner or for a purpose contrary to what was intended; and
- *Insufficient maintenance* shall mean inadequate repair, cleaning, inspection, or upkeep as recommended by manufacturers' specifications.

Board Indicator 1	
No person is injured in one of the District's facilities or when using District equipment as a result of insufficient maintenance of the facility or equipment.	
Superintendent: Compliant <input checked="" type="checkbox"/> Compliant with noted exceptions ___ Not compliant ___	Board: Compliant ___ Compliant with noted exceptions ___ Not compliant ___
Evidence: No workplace injuries were found to be due to insufficient maintenance of facilities or equipment.	
Board Comments:	

Board Indicator 2	
The District maintains and adheres to a long-range capital preventive maintenance plan to help guide the prioritization of Capital Maintenance Fund allocations.	
Superintendent: Compliant <input checked="" type="checkbox"/> Compliant with noted exceptions ___ Not compliant ___	Board: Compliant ___ Compliant with noted exceptions ___ Not compliant ___
Evidence: The District maintains a 10-year capital maintenance plan that is reviewed annually as part of the capital planning process. This plan was presented to the Board along with a corresponding financial plan on April 23, 2024.	
Board Comments:	

OE-5.10	
The Superintendent may not invest District funds in financial instruments that are not secured or that are not authorized by law.	
Superintendent: Compliant <input checked="" type="checkbox"/> Compliant with noted exceptions ___ Not compliant ___	Board: Compliant ___ Compliant with noted exceptions ___ Not compliant ___

Superintendent Interpretation

- *District Funds* shall mean District-owned assets, cash or capital; and
- *Invest* shall mean the commitment of district money or capital to the purchase of financial instruments or other assets so as to gain profitable returns in the form of interest, income, dividend, or appreciation of the value of the instrument.

Board Indicator 1

The District has only deposited funds with entities authorized in accordance with the District's investment policy.

Superintendent:Compliant

Compliant with noted exceptions ___

Not compliant ___

Board:

Compliant ___

Compliant with noted exceptions ___

Not compliant ___

Evidence:

All investments, made through PMA Network, are in compliance with law and District policy.

Board Comments:

OE 5 Financial Management & Administration

Revised and Adopted: December 13, 2022



**EXECUTIVE SUMMARY
FOR THE SHOREWOOD SCHOOL BOARD**

Topic: R2 Student Results Indicators

Date: December 10, 2024

Prepared by: Laurie Burgos and Mike Joynt

Recommended action:

- Information only
- Presentation/discussion
- Discussion/action by board of education
- Presentation/action next meeting

Purpose:

To continue discussion about Board indicators that support recent [R2 Policy](#) revisions that identify college, career and life readiness goals for Shorewood students and build coherence in our District.

Background:

In recent years, the District has provided one R2 report and two related presentations to the Board, which reflect our commitment to closing gaps and analyzing achievement and growth:

1. a summer R2 report and corresponding presentation, which focuses on student results measured through Fastbridge assessments administered during the school year, and progress toward other Results indicators (including PreACT and ACT); and
2. a fall presentation that reviews the DPI Report Card components and results from state assessments, including Forward exams, PreACT and ACT.

Board revisions to Student Results and Operational Expectations Policies and Monitoring Indicators over the course of the past year have reflected the evolution of teaching and learning in the District and the tools we have to measure and report on both progress and compliance. Along with expanding equity initiatives, these include investments in curriculum, data management, professional development and resource allocation processes. Our recommendations for R2 build on this approach to Board reports.

Following discussion about R2 revisions at the May 28 Board meeting, District administrators analyzed R2 reports from other school districts in Wisconsin that follow the Coherent Governance model, considered the [2019 National Academies of Science, Engineering, and Medicine \(NASEM\) report](#) that identifies indicators to measure equity in education, and drew from the national [Redefining Ready](#) College and Career Indicators to draft the following recommendations. We also consulted with Shorewood High School Department Chairs with regard to indicators of student achievement, growth, or success in their respective content areas. Because our goal is to create coherence within our school system, we will continue to work to align Board reports, District continuous improvement work, school growth plans, and data points that are meaningful to staff.

Within our recommendations, we recognize that the R2 reports will not include all of the possible data points we can access from the required State assessments across the tested content areas. One of the reasons for this is to not lose sight of our equity priorities amidst a sea of data points and to prioritize data points that reflect the impact of our system in preparing students for future success. In addition, it can be difficult to define “reasonable progress” when some of the results for student demographic populations in cohorts are either not reported because there are fewer than 20 students in that particular group, or when numbers of student groups are so small that results can fluctuate greatly depending on the performance of a few students. That said, we recognize the value of reviewing and analyzing all data from the Forward Exam, PreACT, ACT, and Dynamic Learning Maps assessments to inform our continuous improvement processes and set annual District goals.

It is also important to note that the language in the revised R2 policy includes “life readiness.” Although national standards around this concept have not been robustly defined (see [Redefining Ready](#) indicators), we believe many important aspects of life readiness such as goal-setting, perseverance, self-awareness, decision-making, social awareness, and relationship building skills are addressed by indicators in the R3 (Character and Citizenship) and R4 (Student Wellness) Results Reports as well as some of the Operational Expectations Monitoring Reports. We will likely propose future changes to the ways in which we report on life readiness as we continue to revise our reports and processes.

Recommendations:

With a revised R2 policy in place, the District recommends presenting two separate R2 reports for Board discussion, review, and approval. The following reports address both short-term and long-term goals respectively:

1. **A Student Growth R2 Report** (summer) that reflects the District’s continuous improvement process and short-term goals as articulated in the 100-day plans. Indicators include:
 - Fastbridge assessment data in math and reading for all students in grades K-8;
 - Fastbridge results for identified student populations (e.g., Black students and students with disabilities) to address persistent inequities;
 - PreACT assessment data in math and reading for all students in grades 9-10

2. **A Student Achievement R2 Report** (fall) that will focus on data points that are indicators of educational equity and predictors of long-term student success:
- 3rd grade reading (Forward Exam)
 - 8th grade math (Forward Exam)
 - 9th grade students on track for graduation (meeting credit requirements)
 - College readiness for students in grades 11 and 12 (ACT Reading score)
 - College readiness - Proportional representation in AP classes for students in grades 11 and 12 (AP enrollment)
 - Career readiness for all students in grades 9-12 (Attendance)
 - Career readiness for all students in grades 9-12 (Participation in Co-Curriculars)
 - Participation in activities in which students in grades 9-12 demonstrate content knowledge and apply skills and competencies through assessments and other learning opportunities in the disciplines of integrated wellness, performing arts, science, social studies, visual arts, and world language.

In addition, Administration will continue to present District and School Report Card results in the fall.

Following are examples of the revised R2 reports and their corresponding indicators.

R2 Growth Report (Summer) Proposed Indicators

Through high expectations, culturally responsive teaching, relevant, rigorous, engaging, and innovative learning experiences delivered in and out of the classroom, students will:

- Make reasonable progress each year toward being literate and numerate across academic disciplines.
- Gain the necessary skills to be prepared for college, career, and life readiness.
- Be able to demonstrate content knowledge and apply skills and competencies through assessments and other learning opportunities.

R-2 Academic Growth

SUPERINTENDENT Interpretation:

Growth - Increasing achievement from one point in time to another.

The Superintendent Indicators will reflect the goals articulated in the District's continuous improvement plan (100-Day Plans) and our equity priorities.

Superintendent Indicator 1: K-8 FastBridge data in Reading and Math will indicate overall that all students made typical or aggressive growth.

Superintendent Indicator 2: Fastbridge results for identified student populations. For example, all *students who are Black* and *students with disabilities* in 5K-6th grade will meet or exceed their projected typical growth score in reading and math as measured by FastBridge. The identified student populations could change depending on District data and/or Board request.

Superintendent Indicator 3: ___% of 6-8th grade students will perform in the low risk/college pathway benchmarks as measured by FastBridge aReading and aMath.

Superintendent Indicator 4: ___% of 9th and 10th grade students will perform At Target on the PreACT English and Math tests.

R2 Achievement Report (Fall) Proposed Indicators

Through high expectations, culturally responsive teaching, relevant, rigorous, engaging, and innovative learning experiences delivered in and out of the classroom, students will:

- Make reasonable progress each year toward being literate and numerate across academic disciplines.
- Gain the necessary skills to be prepared for college, career, and life readiness.
- Be able to demonstrate content knowledge and apply skills and competencies through assessments and other learning opportunities.

R-2 Academic Achievement

SUPERINTENDENT Interpretation:

Achievement - Gaining necessary skills as defined by grade-level and national college readiness standards and measured by the Forward Exam, PreACT, and ACT.

College Ready - Drawing from the [Redefining Ready Indicators](#), SSD defines College Ready as achieving the following score on the ACT Reading (22) and achieving an A, B, or C in at least one AP class (AP enrollment). According to the College Board, the ACT Reading test score encompasses all content areas and is a predictor of success in social studies.

Career Ready - Drawing from the Redefining Ready Indicators, SSD defines Career Ready as students with at least 90% attendance and participation in two or more co-curricular activities.

Co-curricular Activities - Athletics and student clubs

9th grade on track to graduation: Students completing at least 12 credits by the end of their freshmen year

Superintendent Indicator 1: 80% of 3rd grade students meet or exceed grade level in reading as measured by the Forward Exam

Superintendent Indicator 2: 80% of 8th grade students meet or exceed grade level expectations in math as measured by the Forward Exam

Superintendent Indicator 3: 55% of students in grades 11 and 12 will be college ready as defined by Reading score of 22 on the ACT

Superintendent Indicator 4: 75% of students in grades 11 and 12 will be college ready as defined by AP enrollment

Superintendent Indicator 5: 80% of students in grades 9-12 will be career ready as defined by attendance (90% attendance)

Superintendent Indicator 5: 85% of high school students will be career ready (participation in at least two co-curricular activities)

Superintendent Indicator 6: 95% of 9th grade students on track for graduation, as defined by the number of students earning 12 credits by the end of their freshman year

Superintendent Indicator 7: Student participation in programs that help students demonstrate content knowledge and apply skills and competencies through assessments and other learning opportunities in the disciplines of performing arts, visual arts, world language, integrated wellness, science, and social studies. The District will provide evidence from each department.



SCHOOL DISTRICT OF SHOREWOOD
Board Meeting Minutes
Shorewood High School Library Media Center
November 26, 2024

Board Member Participation: Emily Berry, President
Nathan Hammons, Treasurer & Board Governance Officer
Ellen Eckman, Member at Large

Kaymin Phillips, Student Representative

District Administrator Participation: Laurie Burgos, Superintendent

Janice Carter, Principal, Atwater Elementary School
Johanna French, Interim Principal, Lake Bluff Elementary School
Kate Harder, Director of Special Education and Student Services
Heather Heaviland, Director of Business Services
Amanda Jamerson, Associate Principal, Shorewood High School
Mike Joynt, Director of Teaching and Learning
Tim Kenney, Principal, Shorewood High School
Tiara Rogers, Principal, Shorewood Intermediate School
Shari Tucker, Director for Equity

I. 7:00 pm CALL TO ORDER

Motion to Adopt the Agenda

MOVED by Nathan Hammons and SECONDED by Ellen Eckman AYE: 3 NAY: 0

II. 7:02 pm STUDENT ACHIEVEMENT AND RESULTS

SHS Key Club, Mike Halloran, Advisor

III. 7:11 pm PUBLIC COMMENT #1 - no comments

IV. 7:12 pm SUPERINTENDENT'S REPORT

V. 7:24 pm SUPERINTENDENT'S CONSENT AGENDA

A. Approval of Monthly Financials

MOVED by Nathan Hammons and SECONDED by Ellen Eckman AYE: 3 NAY: 0

VI. 7:25 pm BOARD BUSINESS AND POSSIBLE BOARD ACTION

A. Approval of OE 4 (Personnel Administration) Operational Expectations Monitoring Document

MOVED by Ellen Eckman and SECONDED by Nathan Hammons AYE: 3 NAY: 0

B. Presentation of DPI District and School Report Cards

VII. 9:43 pm BOARD CONSENT AGENDA

A. Adoption of Shared Services Agreement for the Woodland Athletic Conference

B. Approval of Board Meeting Minutes

November 12, 2024 Regular Board Meeting

MOVED by Ellen Eckman and SECONDED by Nathan Hammons

AYE: 5 NAY: 0

VIII. 9:44 pm PUBLIC COMMENT #2 - no comments

IX. 9:45 pm BOARD MEMBER REPORTS

SWSA Legislative Advocacy, Emily Berry

X. 9:47 pm REVIEW OF 'TO DO' ITEMS

XI. 9:48 pm FUTURE AGENDA ITEMS

OE 5 (Financial Management & Administration), Strategic Planning Update, R2 Results (Student Achievement and Growth) Indicators

XII. 9:49 pm RECESS AND DEBRIEF