

# 2013 Malcolm Baldrige National Quality Award Updated Results September 25, 2013

Pewaukee School District 404 Lake Street Pewaukee, WI 53072

JoAnn Sternke, Ed.D. Superintendent of Schools











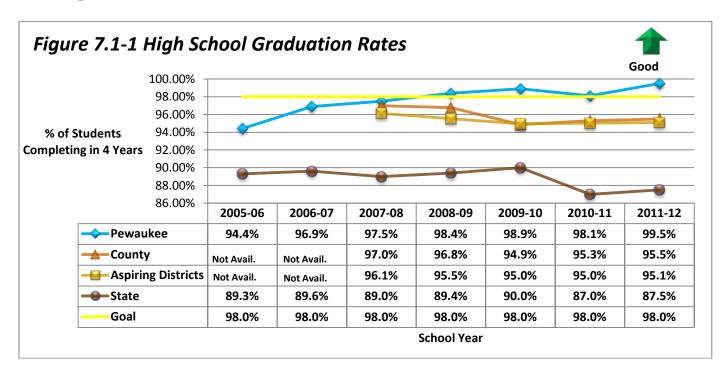
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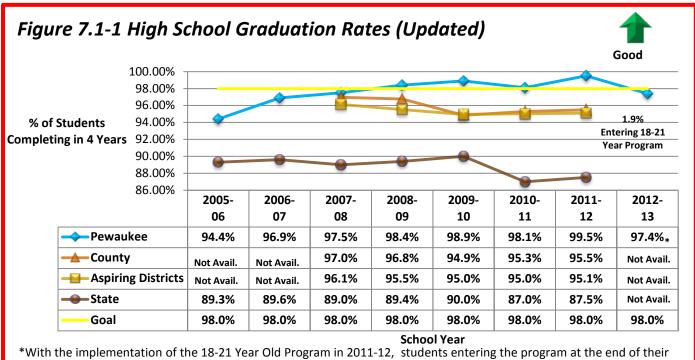
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## 7.1-1 High School Graduation Rates

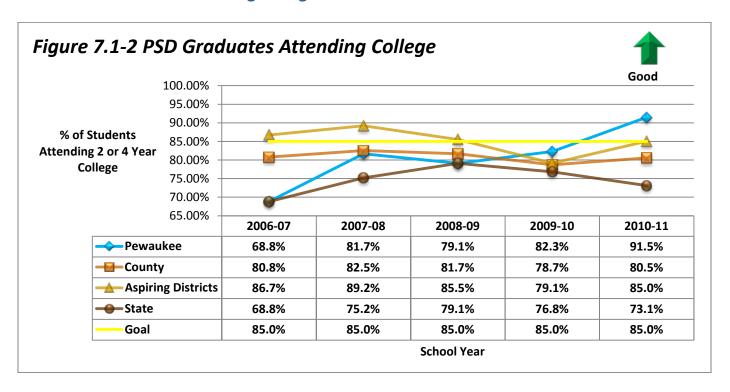


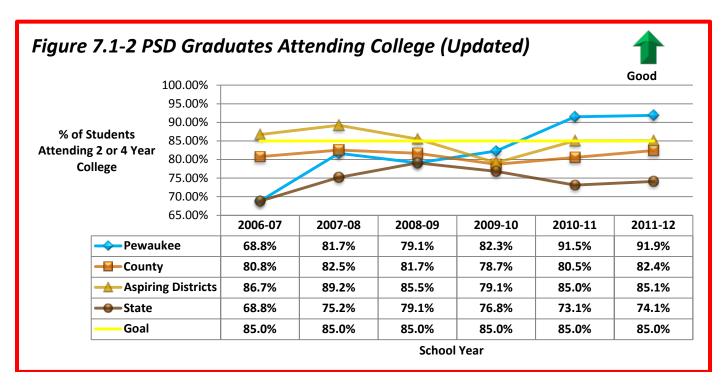


In 2012-13, the graduation rate declined slightly. Influencing this decline is the four year graduation rate calculation used by the Wisconsin DPI. PSD offers an 18-21 Year Old Program for Special Education students; however, in order to be eligible for this program, students cannot graduate high school at the end of their Senior year, but graduate upon completion of the program. We are proud to offer this program to 1.9% of our Senior class and while we have conveyed our concern for the methodology in calculating the four year graduation rate to the DPI, we will continue to offer this program to our students even with the decline in our graduation rate. Additionally, one non-graduate was a Foreign Exchange student who the state counted as a non-graduate. In total, PHS had merely one student who did not graduate.

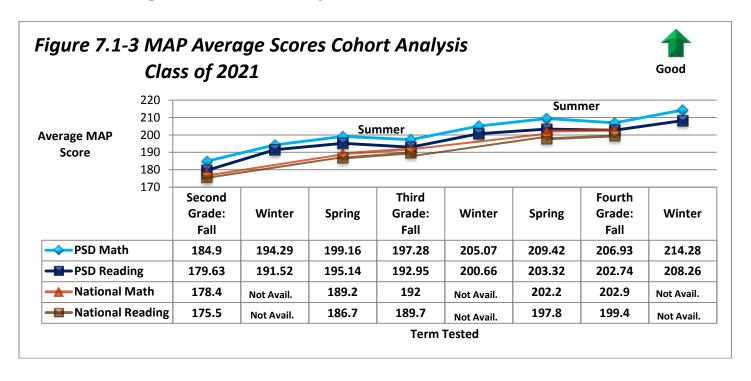
Senior year in high school are not considered to have graduated within four years. We are proud to be able to offer this

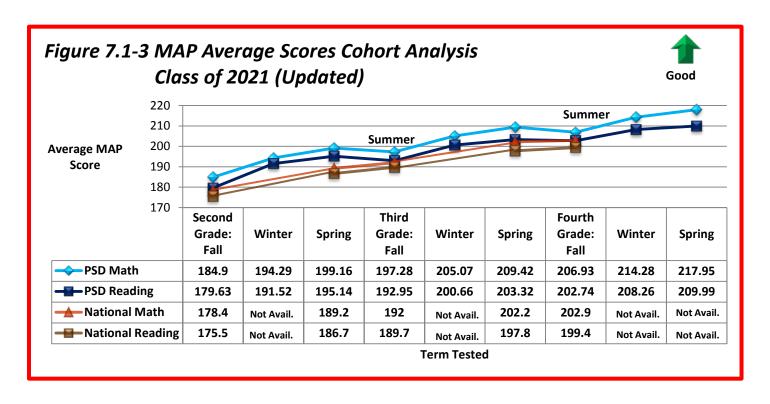
## 7.1-2 PSD Graduates Attending College





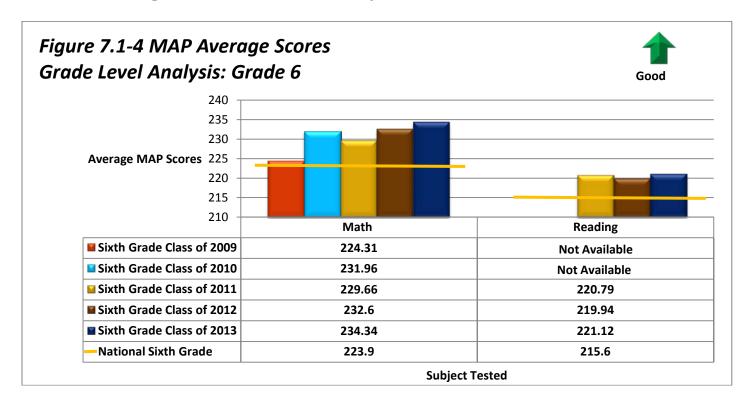
The updated results add data for 2011-12 school year and continue the increasing trend for the percent of students PSD sends to a two- or four-year college. This six year positive trend, a 23% increase, surpasses all our comparables. It is a key indicator for us as we measure college and career readiness as part of our Strategic Plan goals. More importantly, this is linked to our Mission of opening the door to each child's future, as research indicates holding a high school diploma and having some post-secondary education dramatically increases earning power for life.



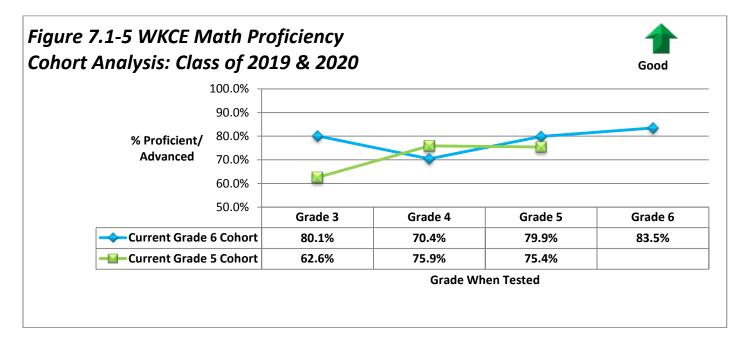


Spring 2013 Measures of Academic Progress (MAP) testing is included in this updated chart with both math and reading performance continuing to rise. MAP is a key indicator for us as we use it as a progress monitoring tool for analyzing student math and reading performance three times during the school year for students in grades 2-9. It is a data point used on our Response to Intervention system that helps in determining who needs learning assistance. MAP scores can be hard to interpret as they do not use a traditional scale. We have information on site to assist you, if necessary, in understanding how MAP works, is interpreted, and how we use it.

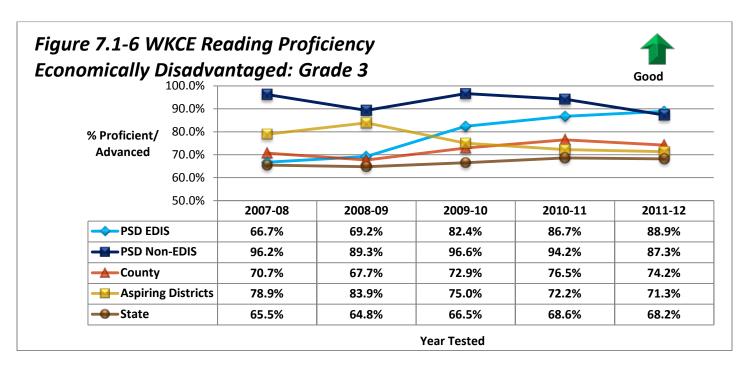
## 7.1-4 MAP Average Scores - Grade Level Analysis: Grade 6

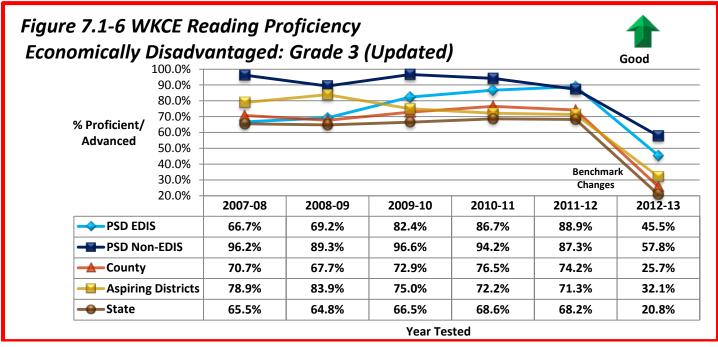


## 7.1-5 WKCE Math Proficiency Cohort Analysis - Class of 2019 & 2020



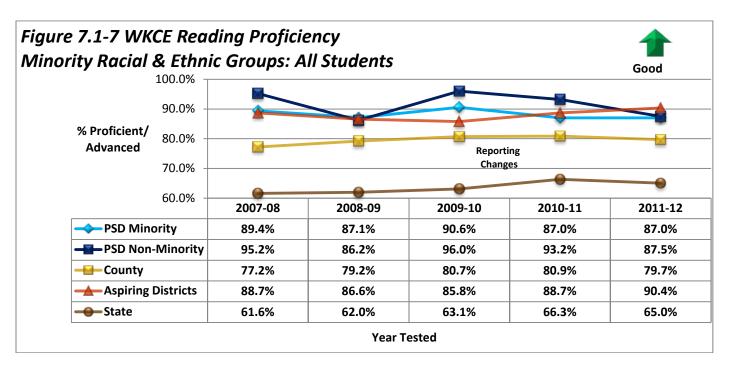
## 7.1-6 WKCE Reading Proficiency - Economically Disadvantaged: Grade 3

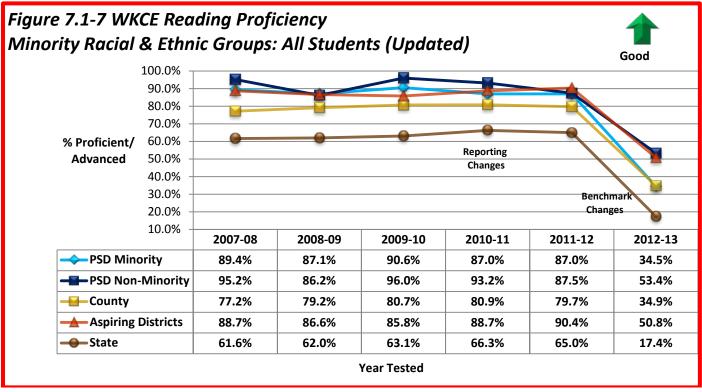




In November of 2012, the Department of Public Instruction recalibrated the proficiency levels for the Wisconsin Knowledge & Concepts (WKCE) test and dramatically raised the standards considered to be proficient or advanced. These higher WKCE cut scores will serve as a bridge to the more rigorous Smarter Balanced assessments, forthcoming from our State in the 2014-15 school year. Under these new standards, PSD's economically disadvantaged students surpass the performance of other economically disadvantaged students in our state, county and aspiring schools.

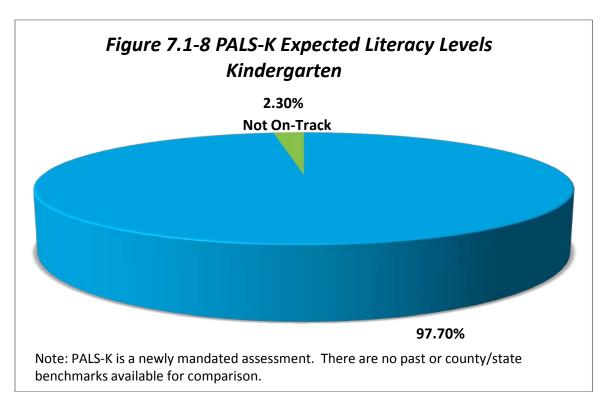
## 7.1-7 WKCE Reading Proficiency - Minority Racial & Ethnic Groups: All Students

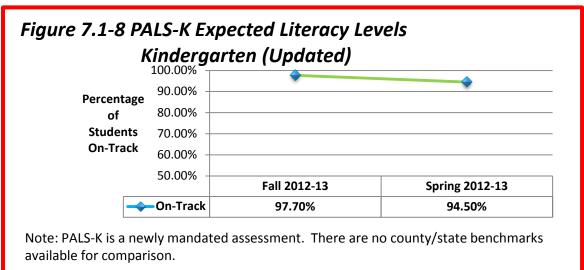




In November of 2012, the standards that students must meet to be considered proficient or advanced were increased dramatically. These higher WKCE cut scores will serve as a bridge to the more rigorous Smarter Balanced assessments, forthcoming in the 2014-15 school year. Under the new standards, PSD's minority and ethnic groups outperform minority students statewide. We continue to closely analyze the performance of all of our sub-groups as we focus on closing the performance gap through the implementation of our Response to Intervention (RtI) model.

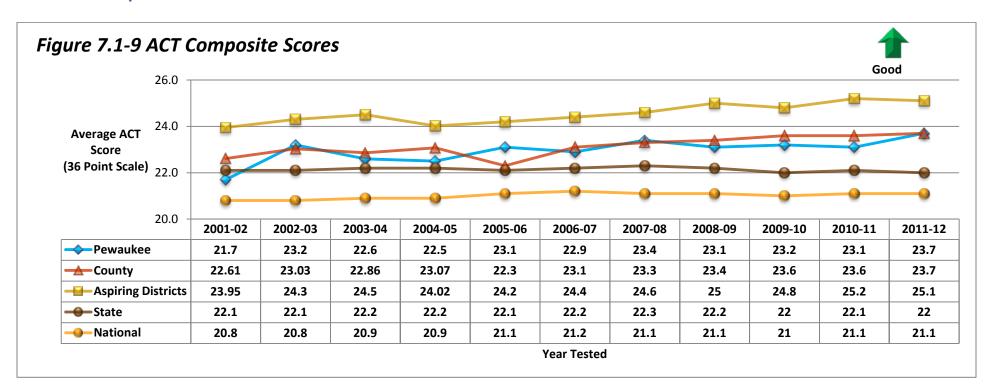
## 7.1-8 PALS-K Expected Literacy Levels - Kindergarten



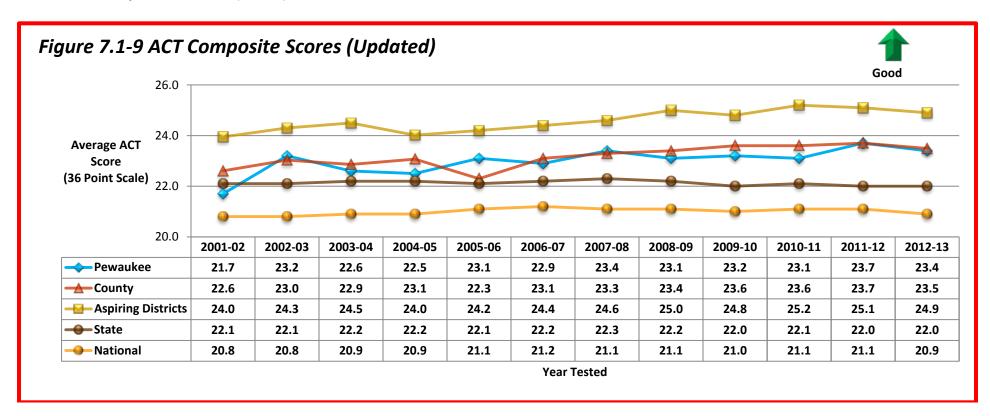


Working with Phonological Awareness Literacy Screening (PALS) data to identify kindergarteners (K) at risk of developing reading difficulties, diagnose students' knowledge of literacy fundamentals, monitor progress, and plan instruction that targets students' needs is in its infancy as PALS-K is a newly state mandated test for the 2012-13 school year. The test given in the spring of 2013 was a more rigorous test than the one given in the fall, as can be expected, and we had five more students considered at risk. These students are targeted for intervention over the summer and in this school year.

## **7.1-9 ACT Composite Scores**

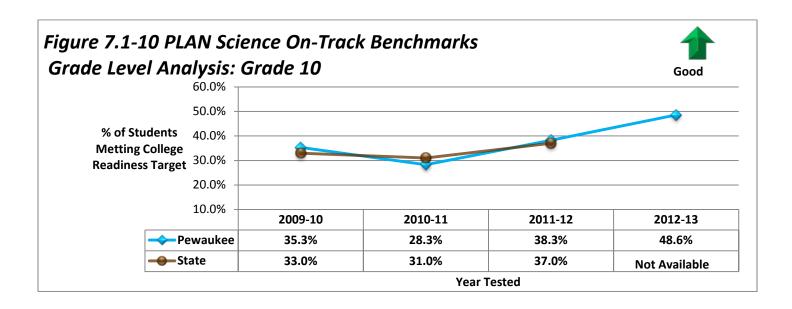


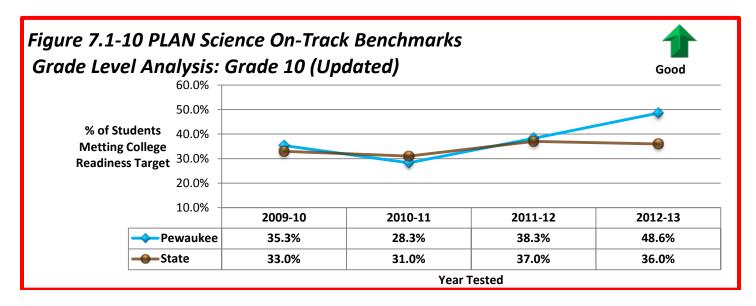
## 7.1-9 ACT Composite Scores (Cont.)



This chart adds the updated results from the 2012-13 school year where our students scored a 23.4 on the ACT. This is a slight decrease from 2011-12, but still at county averages and above state and national average scores. In our analysis, we notice a higher participation rate for this year over last year. Most importantly, when examining the PLAN scores for Grade 12 students in 2012-13 (PLAN is the 10<sup>th</sup> grade predictor test for the ACT), these students were predicted to score a 22.5 on the ACT. These students outpaced their expected growth and scored nearly a full point higher than predicted. We continue to build our curriculum and instruction to help students achieve at higher levels on this key assessment.

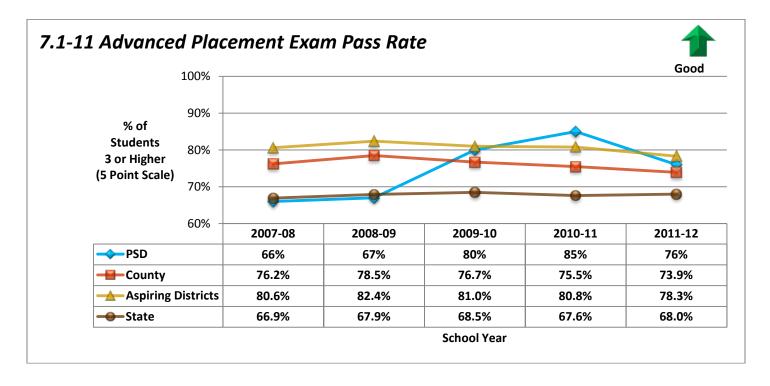
## 7.1-10 PLAN Science On-Track Benchmarks - Grade Level Analysis: Grade 10



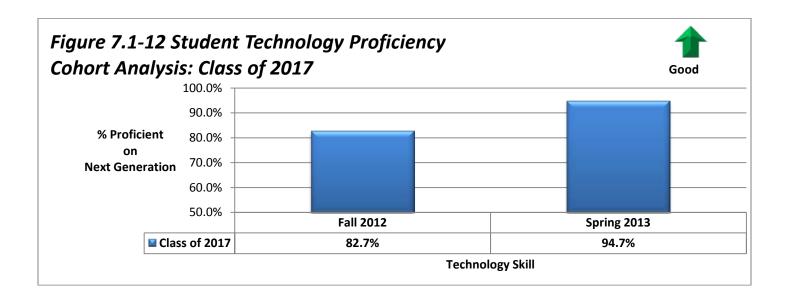


In this updated result, the State percentage of on-track students for 2012-13 was added, remaining stable from the 2011-12 school year. Over the past two years, PSD has experienced increases in the percentage of students considered on-track on the Science component of the PLAN assessment. PLAN is part of the Explore-PLAN-ACT test suite used to help prepare students for the ACT test. We are pleased that we are starting to see our school district moving dramatically ahead of the state performance.

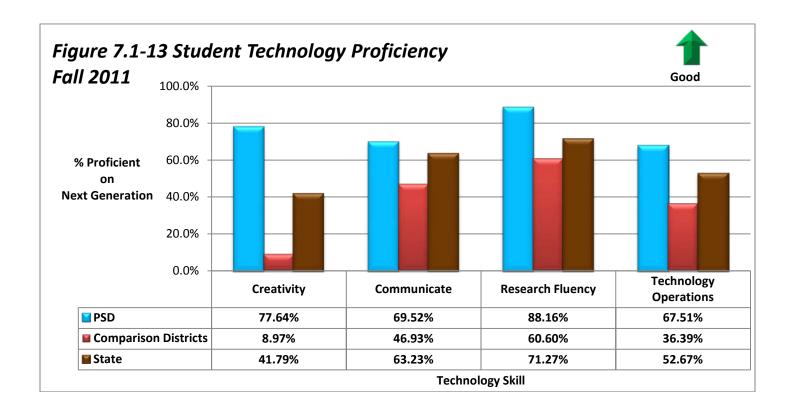
## 7.1-11 Advanced Placement Exam Pass Rate



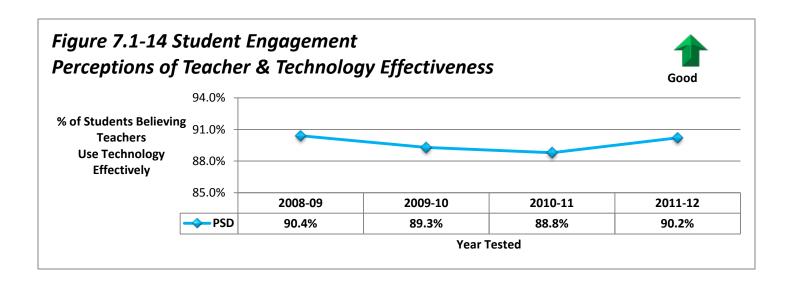
## 7.1-12 Student Technology Proficiency - Cohort Analysis: Class of 2017

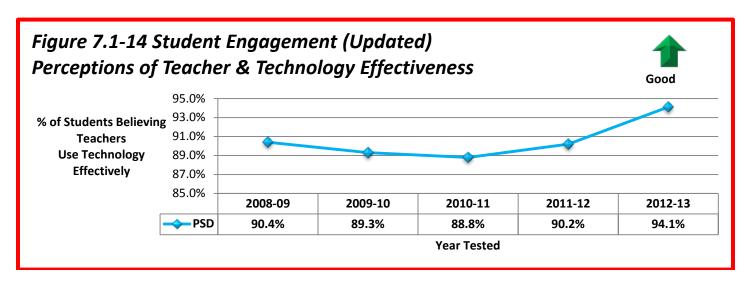


# 7.1-13 Student Technology Proficiency - Fall 2011



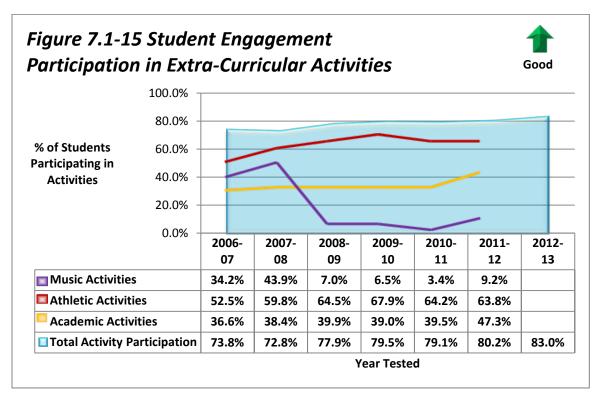
## 7.1-14 Student Engagement - Perceptions of Teacher & Technology Effectiveness

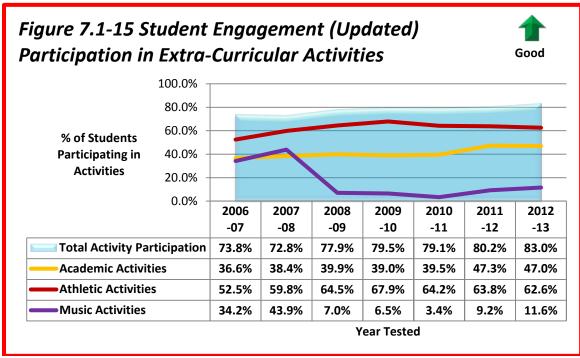




Adding data for the 2012-13 school year, PSD is Maintaining the positive trend from the 2011-12 school year, 94.1% of students positively rated their teacher's effective use of technology to enhance learning. As an indicator of the effectiveness of our professional development plan to increase teachers' skills to help students learn about, with and through technology, these results are promising in the benefits of the professional development provided to teachers. With our deployment of laptops to all students in grades 5-12, it is vital for to have teacher capability in this strategic plan strategy area.

## 7.1-15 Student Engagement - Participation in Extra-Curricular Activities





Segmented data is now available for academic, athletic and music participation. 4/5 of PHS students are involved in an activity. Research shows that involved students are more likely to be successful in the classroom as well. The positive trend in music activities is encouraging as this only considers students participating music activities outside of the school day (e.g. Pep Band for football games) and does not consider the over 230 students enrolled in music classes during the school day.

# 7.1-16 Academic Work System Measures

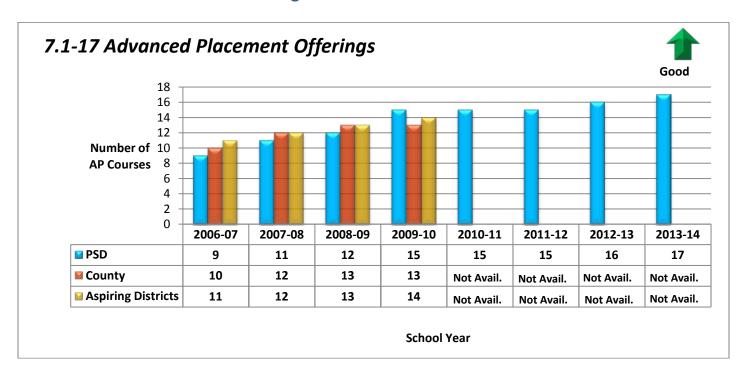
Measure	2007-08	2008-09	2009-10	2010-11	2011-12				
Curriculum									
% of PSD Curriculum BOE- Approved	100%	100%	100%	100%	100%				
% Curriculum placed on BYOC upon BOE Approval	NA	100%	100%	100%	100%				
PLTW Certification	NA	HS	MS/HS	MS/HS	MS/HS				
In	struction								
# DPI Days/Hours of Instruction Violations	0	0	0	0	0				
% Teachers deemed "Highly Qualified	100%/ 100%	100% / 100%	100% / 100%	100% / 100%	100% / 100%				
As	sessment								
AYP Met in All Areas	Yes	Yes	Yes	Yes	Yes				
# DPI WKCE Test Security Violations for Breaches	0	0	0	0	0				
Stud	ent Services								
IDEA Non-compliance Violations	0	0	0	0	0				

Figure 7.1-16 Academic Work System Measures (Updated)						
Measure	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13
	Curricului	m				
% of PSD Curriculum BOE- Approved	100%	100%	100%	100%	100%	100%
% Curriculum placed on BYOC upon BOE Approval	NA	100%	100%	100%	100%	100%
PLTW Certification	NA	HS	MS/HS	MS/HS	MS/HS	MS/HS
	Instructio	n				
# DPI Days/Hours of Instruction Violations	0	0	0	0	0	0
% Teachers deemed "Highly Qualified	100%/ 100%	100% / 100%	100% / 100%	100% / 100%	100% / 100%	100%/ 100%
	Assessme	nt				
AYP Met in All Areas	Yes	Yes	Yes	Yes	Yes	N/A
# DPI WKCE Test Security Violations for Breaches	0	0	0	0	0	0
	Student Serv	vices				
IDEA Non-compliance Violations	0	0	0	0	0	0

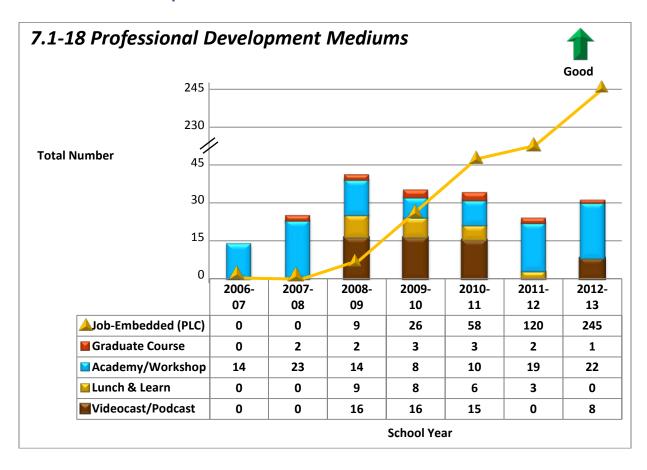
Figure 7.1-16 has been updated to reflect the most current results of 2012-13 for Academic Work System measures. This table displays key performance indicators identified in Figure 6.1-1, ensuring our Curriculum, Instruction, Assessment and Student Services areas are functioning optimally. 1 Monitoring and analyzing these indicators allows us deliver high quality programs and services to students. Additionally, it provides insight on how the employees of our organization are working towards opening the door to each child's future.

<sup>&</sup>lt;sup>1</sup> Please see Figures 7.1-17 through 7.1-23 for additional key performance indicators identified in Figure 6.1-1.

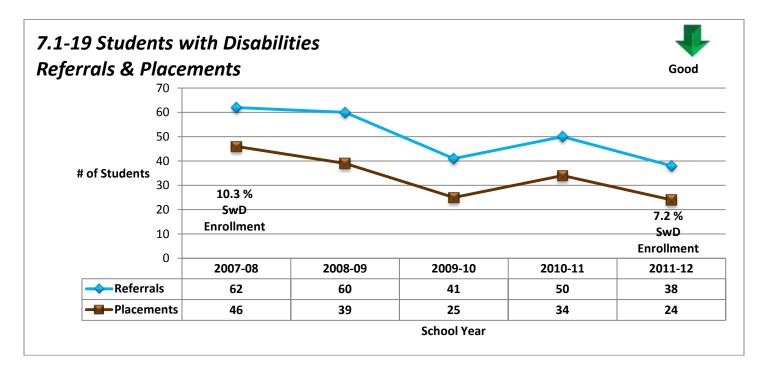
# **7.1-17 Advanced Placement Offerings**

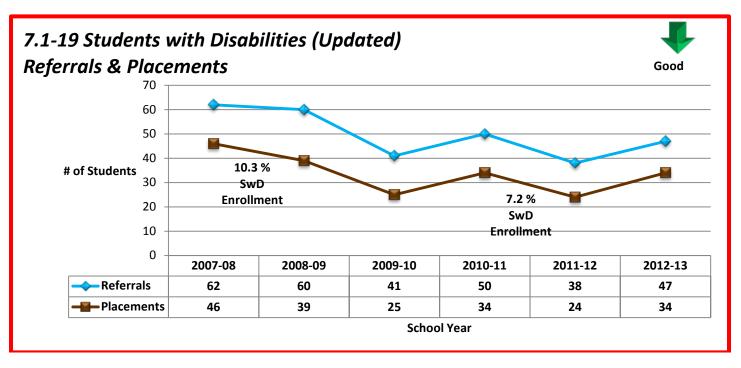


# **7.1-18 Professional Development Mediums**



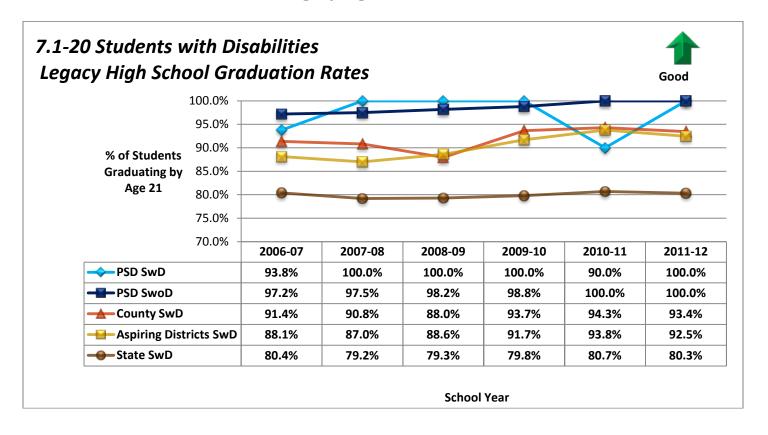
#### 7.1-19 Students with Disabilities - Referrals & Placements



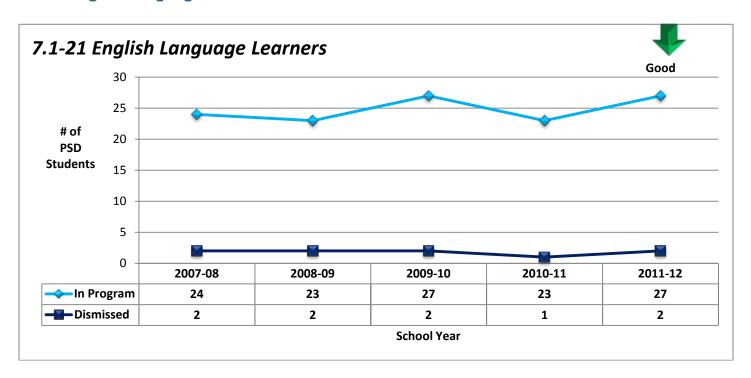


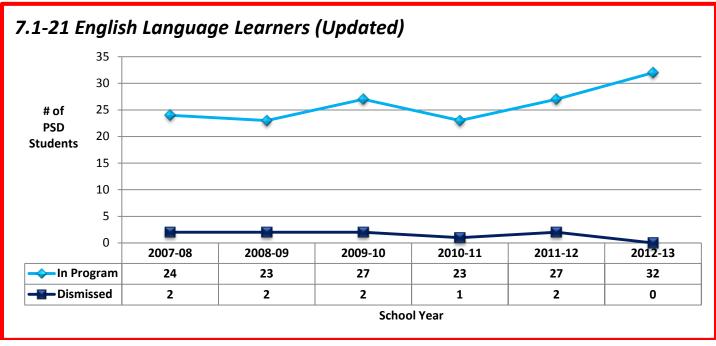
This table shows updated results with the addition of data for 2012-13. As you can see, we are seeing an increase in the number of students referred and placed in special education. We are seeing a large increase in students with autism electing to attend PSD, resulting in a higher number of students being referred and placed into our Special Education program. To accommodate these students, we have added staff and increased the services of an autism consultant from CESA #1 to build the capability of our staff in working with children with this disability.

# 7.1-20 Students with Disabilities - Legacy High School Graduation Rates



## 7.1-21 English Language Learners

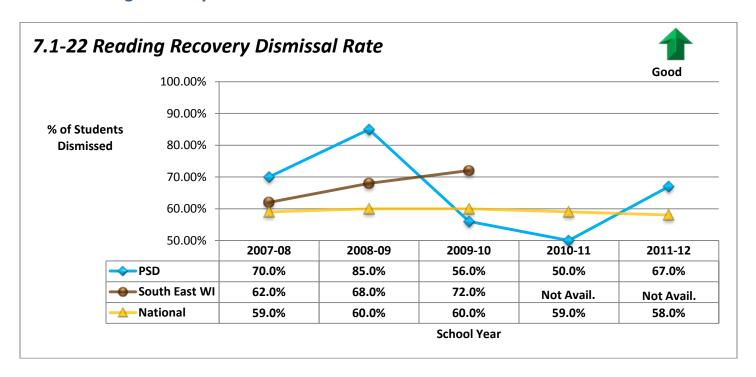


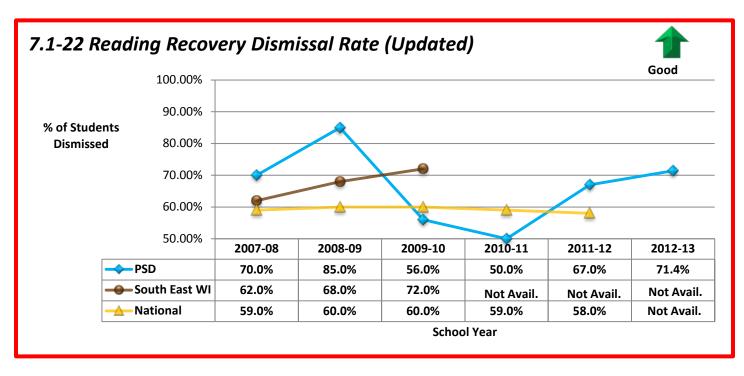


This table shows the addition of results data for 2012-13. Please note that the downward pointing arrow has been removed. Initially, this arrow indicated that PSD elects to keep English Language Learners in our program to allow them to continue to receive services. We do not want this to be construed that having more English Language Learners in the school district is negative, resulting in the removal of this arrow.

We have seen an increase in the number of ELL students in PSD and hired a part-time ELL teacher to assist with this population. The new ELL teacher was hired mid-year in 2012-13 upon analysis of this data to ensure the growing number of ELL students had the needed support and resources to be successful in the classroom.

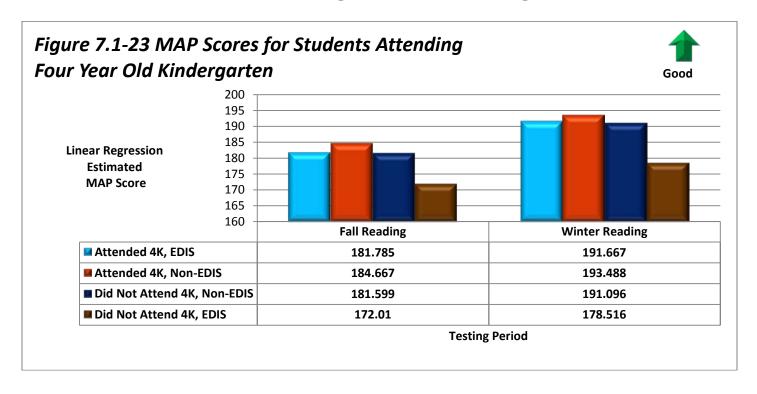
### 7.1-22 Reading Recovery Dismissal Rate





This updated result adds data from 2012-13 and is trending positively. Our Response to Intervention service model offers this intensive tool to our 20% of our most struggling first grade students. Reading Recovery is a short-term intervention of one-to-one tutoring for low-achieving first graders. Individual students receive a half-hour lesson each school day for 12 to 20 weeks with a specially trained Reading Recovery teacher. Upon reaching grade-level expectations and demonstrating that they can continue to work independently in the classroom, students are dismissed from Reading Recovery, and new students begin individual instruction. This is good because research show that over 70% of students enrolled in Reading Recovery are brought up to grade level expectations.

## 7.1-23 MAP Scores for Students Attending - Four Year Old Kindergarten



## 7.1-24 Non-Academic Work System Measures

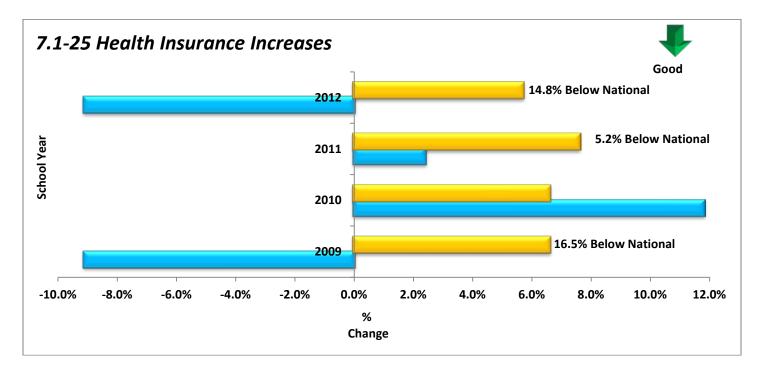
Figure 7.1-24 Non-Academic Work System Measures								
Measure	2007-08	2008-09	2009-10	2010-11	2011-12			
Financia	l Managemer	nt						
BOE Monthly Approval of Check Register / Revenue & Expenses	100%	100%	100%	100%	100%			
Timely DPI Report Submission	100%	100%	100%	100%	100%			
Technolog	gy Manageme	ent						
# Technology Devices	2191	2329	2718	3385	3527			
Student to PC Ratio	1.9	1.7	1.4	0.98	1.12			
Facilities	Managemer	nt						
Compliance with Tornado, Fire, & Lockdown Drills	Yes	Yes	Yes	Yes	Yes			
MSDS Violations	0	0	0	0	0			
Communicat	tions Manage	ment						
# Perspective Newsletters Sent on Time per Year	3	3	3	3	3			
# School Messengers Sent	NA	346	386	511	846			
# Zoomerangs Sent/Responded	8/595	12/1495	16/2394	137/5193	139/4623			
# Press Releases Sent	74	98	84	73	79			
Contracted So	ervice Manag	ement	_					
DOT Reported Bus Accidents	0	0	0	0	0			

Figure 7.1-24 Non-Academic Work System Measures (Updated)								
Measure	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13		
Financial Management								
BOE Monthly Approval of Check Register / Revenue & Expenses	100%	100%	100%	100%	100%	100%		
Timely DPI Report Submission	100%	100%	100%	100%	100%	100%		
Technology Management								
# Technology Devices	2191	2329	2718	3385	3527	3803		
Student to PC Ratio	1.9	1.7	1.4	0.98	1.12	0.77		
F	acilities Mana	gement						
Compliance with Tornado, Fire, & Lockdown Drills	Yes	Yes	Yes	Yes	Yes	Yes		
MSDS Violations	0	0	0	0	0	0		
Communications Management								
# Perspective Newsletters Sent on Time per Year	3	3	3	3	3	3		
# School Messengers Sent	NA	346	386	511	846	781		
# Zoomerangs Sent/Responded	8/595	12/1495	16/2394	137/5193	139/4623	59/3401		
# Press Releases Sent	74	98	84	73	79	85		
Contracted Service Management								
DOT Reported Bus Accidents	0	0	0	0	0	0		

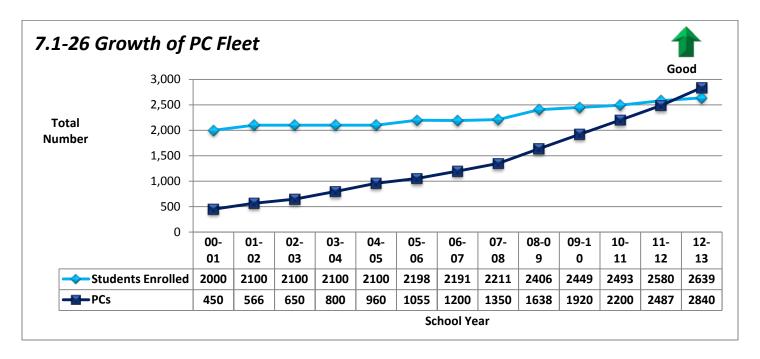
This table shows updated results for our Non-Academic Work System. When Non-Academic Work Systems are well managed, we serve our stakeholders better and are often able to funnel additional resources to the Academic Systems. When all systems are harmonized, student learning and engagement is improved, delivering high quality programs and services to students. The measures in this table reflect key performance indicators identified in Figure 6.1-1 on Support Processes.<sup>2</sup>

 $<sup>^2</sup>$  Please see Figures 7.1-25 through 7.1-39 for additional key performance indicators identified in Figure 6.1-1.

## 7.1-25 Health Insurance Increases

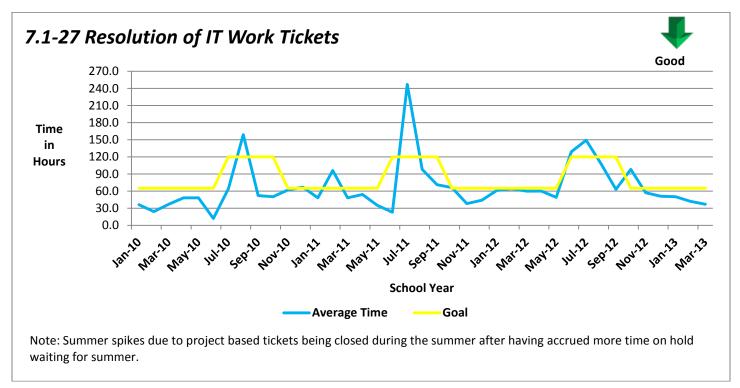


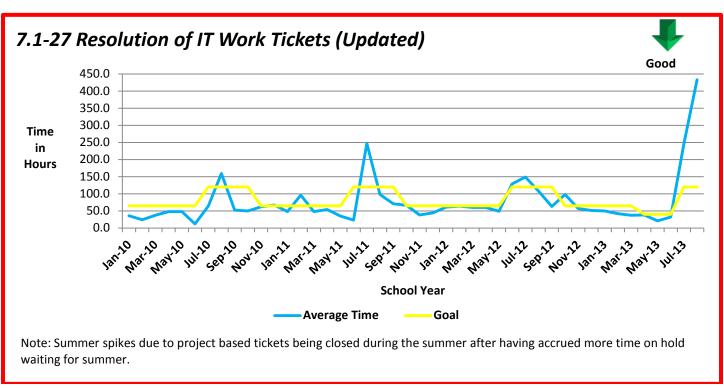
## 7.1-26 Growth of PC Fleet



There are no updates at this time.

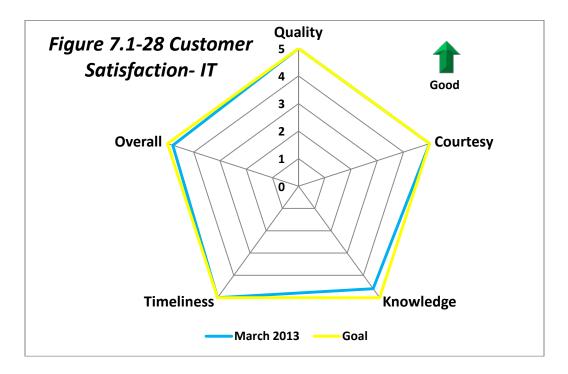
#### 7.1-27 Resolution of IT Work Tickets

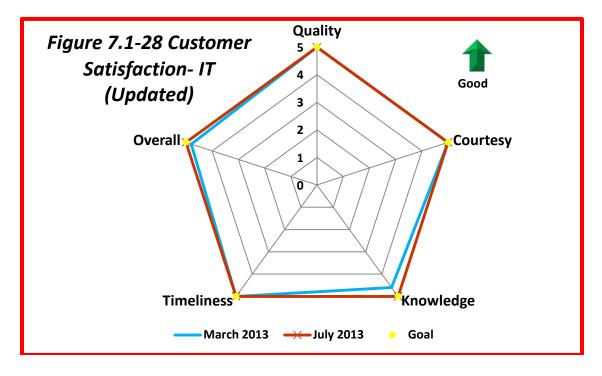




Due to the project-based nature of some IT service requests, some items are held until the summer to complete. For instance, requests such as mounting projectors, moving equipment, installing software, and/or changes to the network/infrastructure take more time to complete. Completing these types of requests in the summer allows for additional work time for IT, but also minimizes the disruption to the instructional environment. IT service requests of this nature may be entered by the end-user in late spring/early summer, and when closed by IT in late July/early August, cause the number of hours to resolve work tickets to spike.

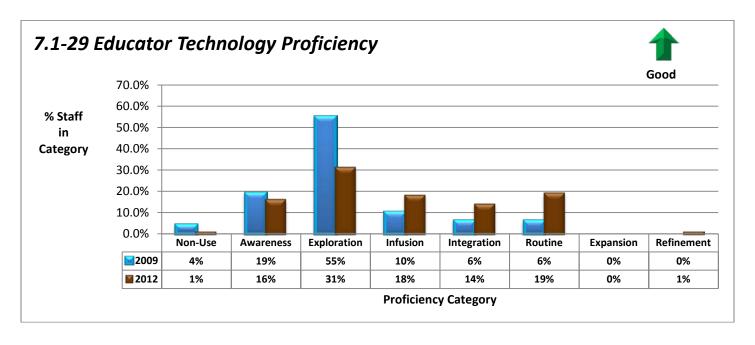
#### 7.1-28 Customer Satisfaction-IT



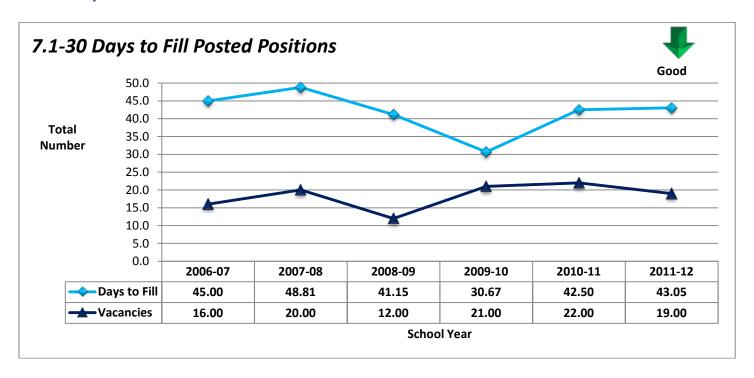


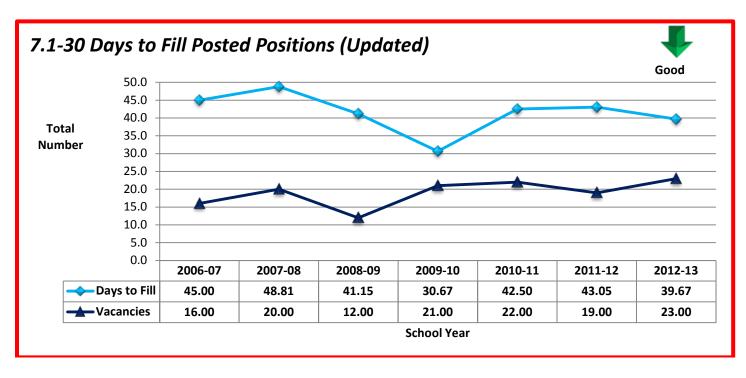
This has updated results from July of 2013 added to the chart and it shows an increase in customer satisfaction with our Instructional Technology Team's service. When our Instructional Technology (IT) Team closes a work order, a survey is automatically deployed to the user that submitted the work order. The survey measures satisfaction with the service received from IT and is scored on a 5-point scale with 5 being the highest service level. High quality, responsive service keeps our technological needs operational and allows PSD to consider technology a strategic advantage.

# 7.1-29 Educator Technology Proficiency



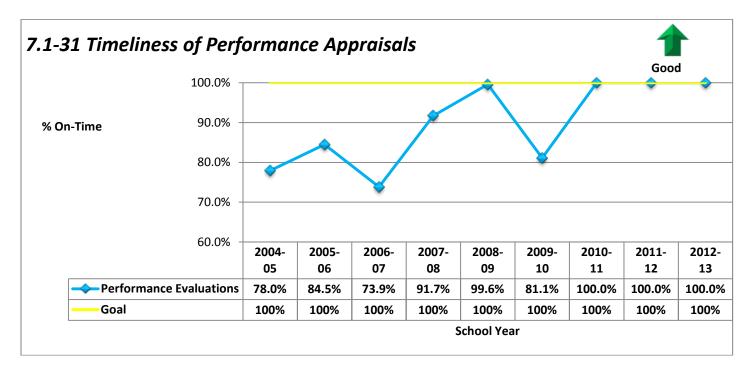
### 7.1-30 Days to Fill Posted Positions



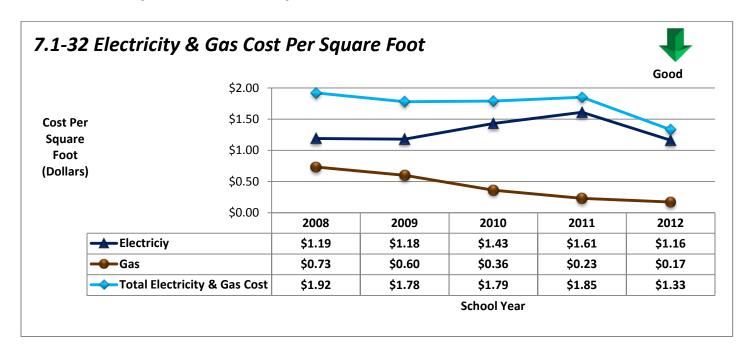


The updated results add data from the 2012-13 school year. This past year, PSD experienced a greater number of vacancies, due in part to our aging staff. With more vacancies to fill, there is additional pressure to accomplish this in a timely fashion. We are pleased to see the average number of days taken to fill a vacancy declined to under 40 days.

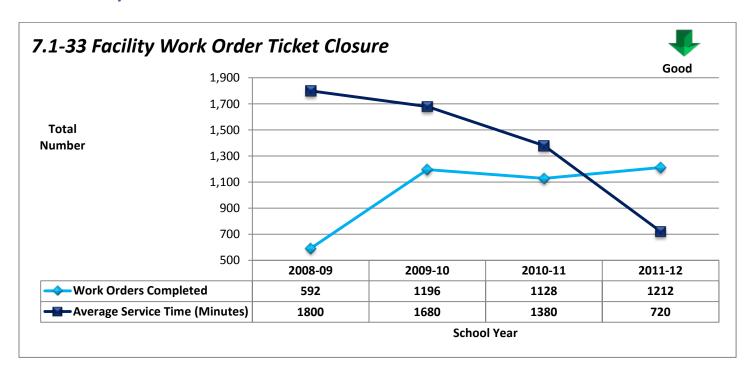
# **7.1-31 Timeliness of Performance Appraisals**

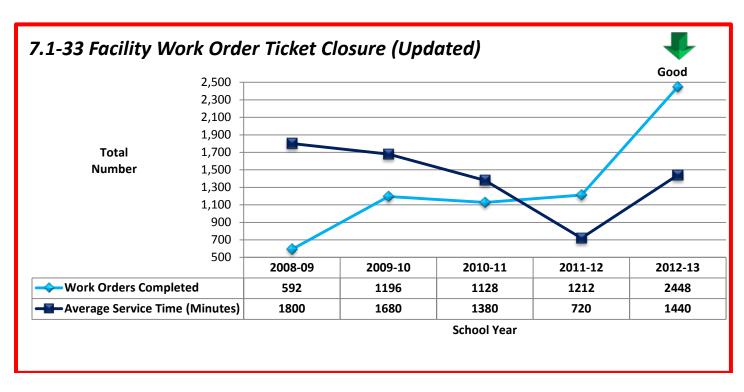


# 7.1-32 Electricity & Gas Cost Per Square Foot



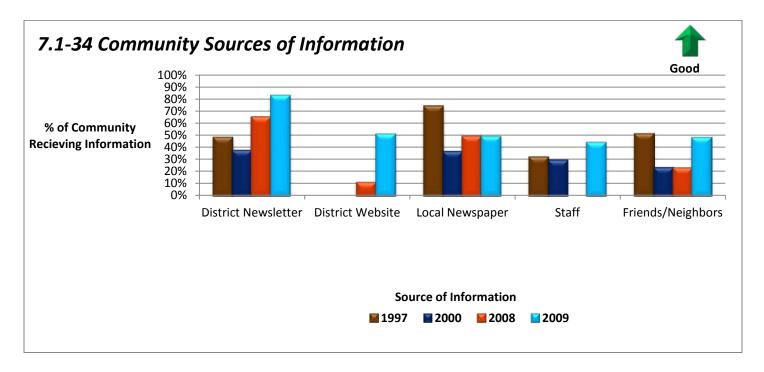
### 7.1-33 Facility Work Order Ticket Closure



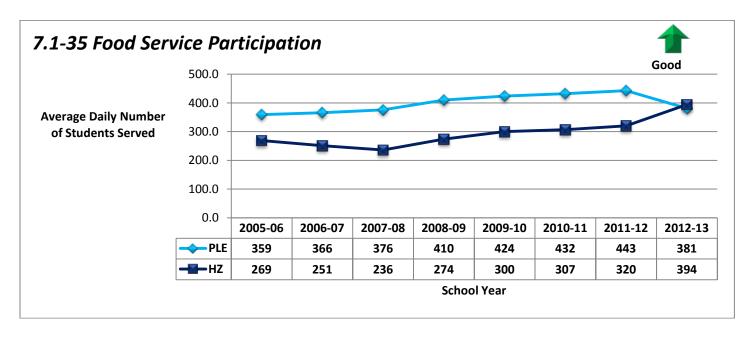


You will see an increase in the number of work orders completed and average service time. In 2012-13 Facilities area implemented a new work order system expanding the number of craft categories work orders can be tracked in. Under the new program, the time to complete a work order is calculated differently from the previous system in that it calculates the whole number of days elapsed to complete a work order, rounding up to the nearest whole day where previously time to completion was calculated in hours. If you have further questions, please see Director of Building & Grounds John Stangler.

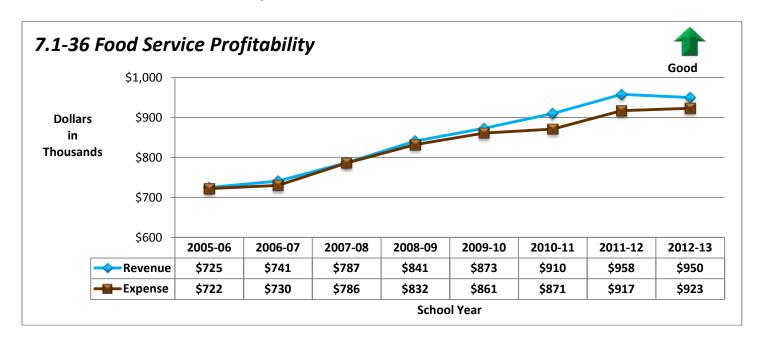
# 7.1-34 Community Sources of Information

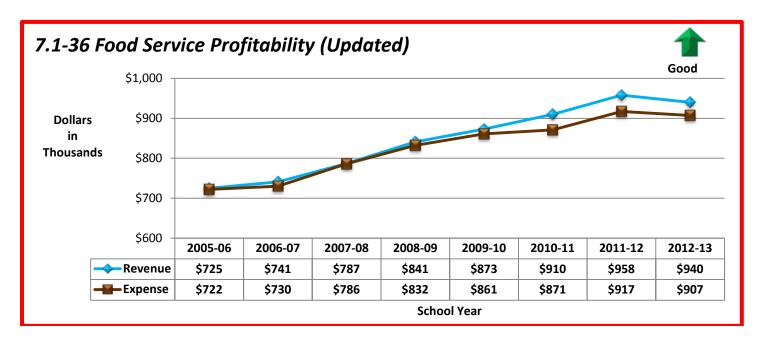


# 7.1-35 Food Service Participation



### 7.1-36 Food Service Profitability





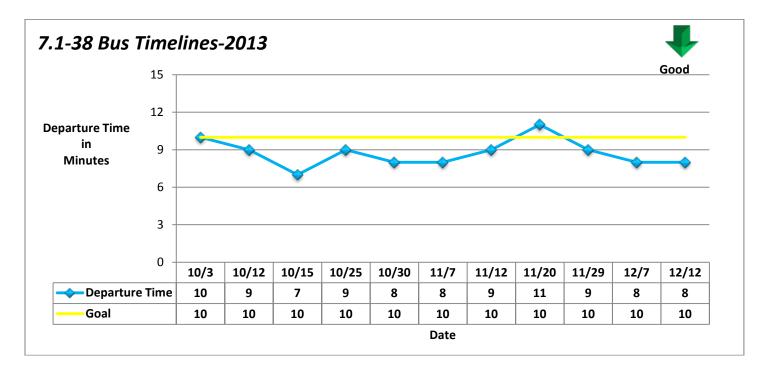
In 2012-13, PSD's Food Service Revenue followed state and national trends in declining from the previous year due to lower participation in NSL Programs. By monitoring daily counts for meals and adjusting the menu early in the year to reflect the student preferences in the meal offerings, PSD was able to decrease Food Service Expenses. While Food Service Revenues were lower than the budgeted 2012-13 amount, Food Service Expenses were decreased by a greater rate resulting in a greater than budgeted profitability of \$33,000.

# **7.1-37 Indicator of Emergency Preparedness**

Figure 7.1-37 Indicator of Emergency Preparedness											
Indicator of Emergency Preparedness	04-05	05-06	06-07	07-08	08-09	09-10	10-11	11-12			
Drill Compliance	100%	100%	100%	100%	100%	100%	100%	100%			
Drills conducted per year	9	9	10	11	11	11	12	12			
Level of SL NIMMS Training	NA	NA	NA	100	200	300	300	300			
Employee AED/CPR Trained	NA	NA	NA	54	33	61	61	89			
Students AED/CPR Trained	NA	NA	NA	317	330	347	347	303			
New staff trained in blood borne pathogens	100%	100%	100%	100%	100%	100%	100%	100%			
Annual Canine Drug Sweeps	1	1	2	2	2	2	2	2			
Students drug tests	100	100	130	130	130	130	130	130			
Building Doors locked	90%	90%	90%	100%	100%	100%	100%	100%			
Staff required to wear badges	0	0	100%	100%	100%	100%	100%	100%			
Visitors badges required	0	0	0	100%	100%	100%	100%	100%			
Electronic notification system	0	0	0	0	100%	100%	100%	100%			
Threat Reporting System	100%	100%	100%	100%	100%	100%	100%	100%			
# of security cameras	39	39	39	40	58	60	60	71			
# of fob access controls	6	6	6	6	12	21	22	22			
Classrooms with emergency response information available	NA	NA	85%	90%	90%	100%	100%	100%			

Figure 7.1-37 Indicator of Emergency Preparedness (Updated)											
Indicator of Emergency Preparedness	04-05	05-06	06-07	07-08	08-09	09-10	10-11	11-12	12-13		
Drill Compliance	100%	100%	100%	100%	100%	100%	100%	100%	100%		
Drills conducted per year	9	9	10	11	11	11	12	12	12		
Level of SL NIMMS Training	NA	NA	NA	100	200	300	300	300	300		
Employee AED/CPR Trained	NA	NA	NA	54	33	61	61	89	68		
Students AED/CPR Trained	NA	NA	NA	317	330	347	347	303	342		
New staff trained in blood borne pathogens	100%	100%	100%	100%	100%	100%	100%	100%	100%		
Annual Canine Drug Sweeps	1	1	2	2	2	2	2	2	2		
Students drug tests	100	100	130	130	130	130	130	130	130		
Building Doors locked	90%	90%	90%	100%	100%	100%	100%	100%	100%		
Staff required to wear badges	0	0	100%	100%	100%	100%	100%	100%	100%		
Visitors badges required	0	0	0	100%	100%	100%	100%	100%	100%		
Electronic notification system	0	0	0	0	100%	100%	100%	100%	100%		
Threat Reporting System	100%	100%	100%	100%	100%	100%	100%	100%	100%		
# of security cameras	39	39	39	40	58	60	60	71	86		
# of fob access controls	6	6	6	6	12	21	22	22	27		
Classrooms with emergency response information available	NA	NA	85%	90%	90%	100%	100%	100%	100%		

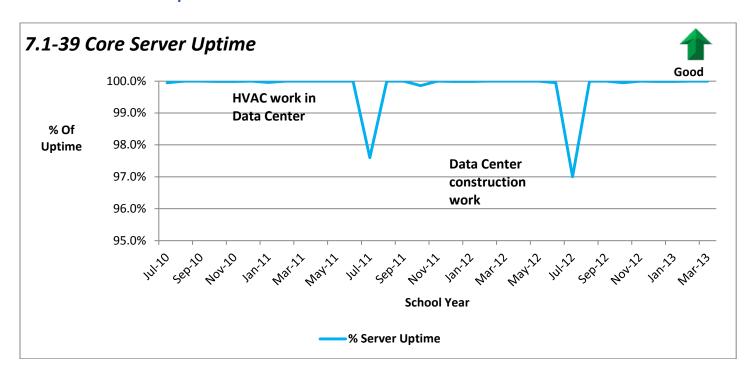
### 7.1-38 Bus Timelines-2013



#### There are no updates at this time.

For the first days and weeks of school, ridership, route length, arrival time and departure time is monitored and used to make adjustments to transportation service. This detailed information is available on site.

### 7.1-39 Core Server Uptime



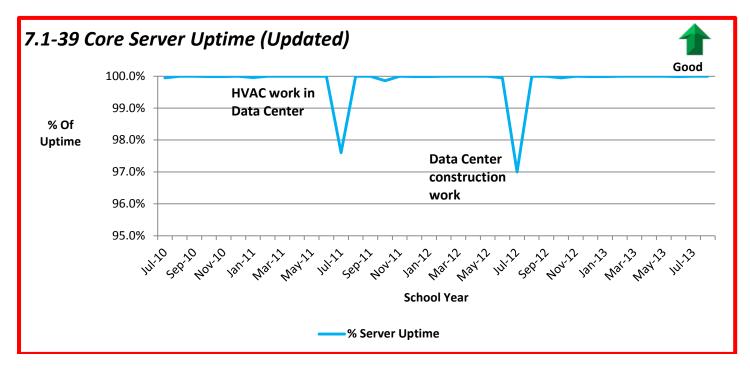
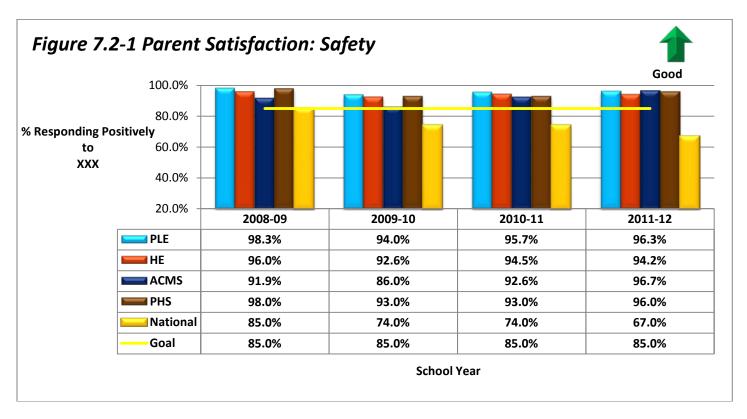
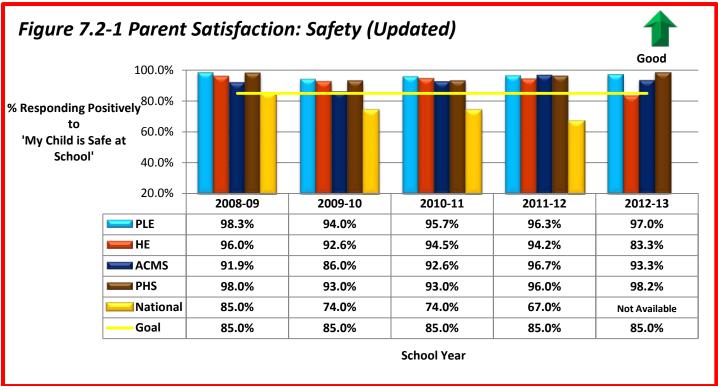


Figure 7.1-39 has been updated to include May through July of 2013 This is an industry benchmark and we are very proud that, through extensive construction timed to lower the core server uptime during the summer months, we were able to maintain 100% core server uptime for close to all our school year months. Being able to maintain 100% core server uptime is crucial in staff and student ability to be successful and engaged in PSD. The IT Department works diligently to maintain a high level of service.

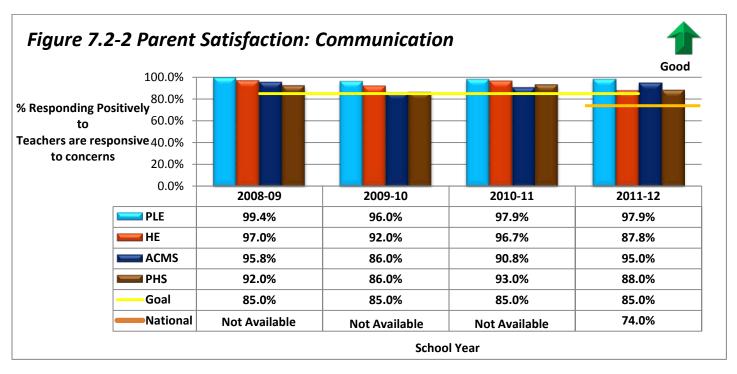
### 7.2-1 Parent Satisfaction: Safety

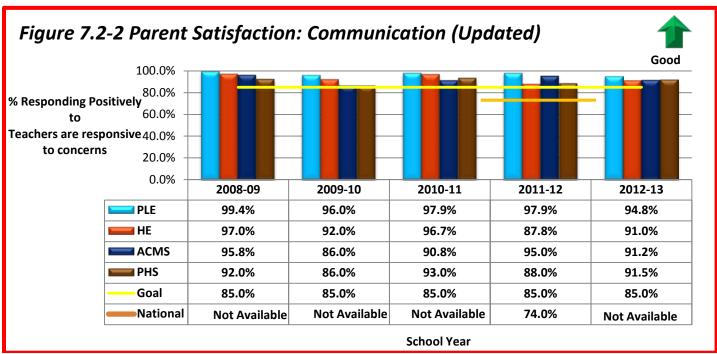




Updated results include parent response survey data from our End of the Year survey in 2012-13. In a year when the school tragedy at Sandy Hook was on people's minds and hearts, it is gratifying to see our percent of parent satisfaction remain high. We worked diligently to respond to parent concerns and be responsive to safety suggestions (e.g. fencing in PLE, changing childcare door access and PHS door access changes).

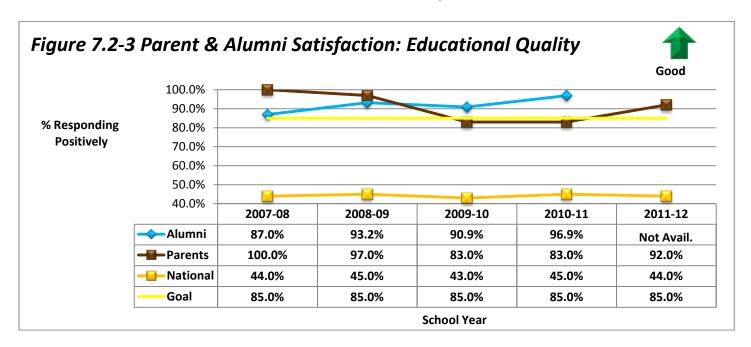
#### 7.2-2 Parent Satisfaction: Communication

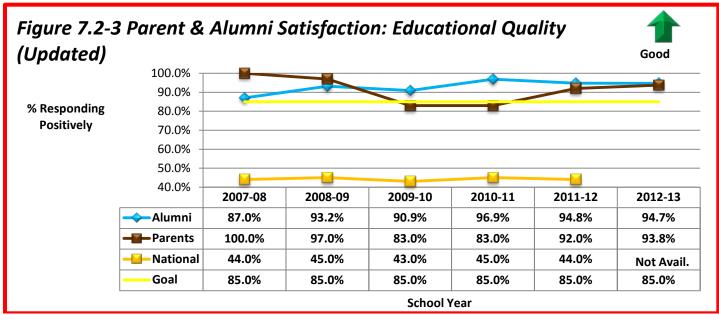




Updated results include parent satisfaction data from our End of the Year survey from the 2012-13 school year. This is an internal tool we use to identify satisfaction and engagement. We remain at high levels of performance, far exceeding our goal.

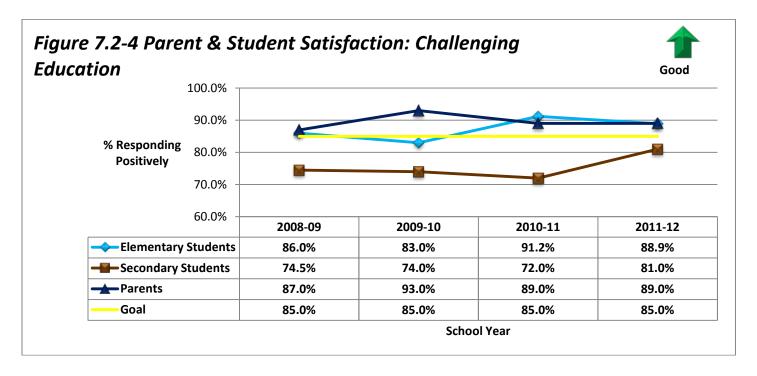
### 7.2-3 Parent & Alumni Satisfaction: Educational Quality

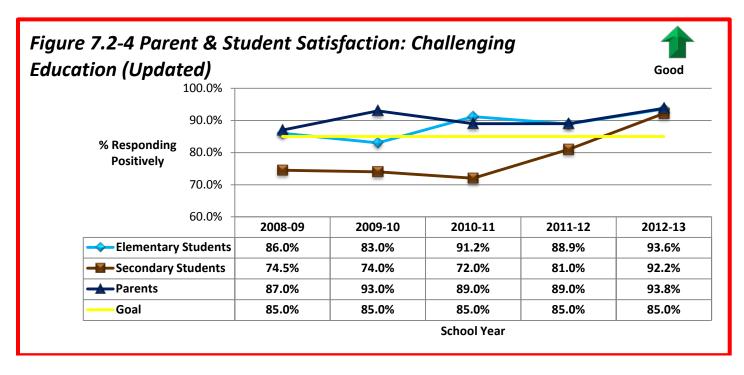




Updated results include responses from 2012-13. The educational quality rating given by parents and alumni continues with a high approval rating, 93.8% and 94.7% respectively. As we seek to open the door to each child's future, having insight into alumni's perspectives on the quality of education they received is crucial. This is particularly true as PSD seeks to ensure every student is college and career ready.

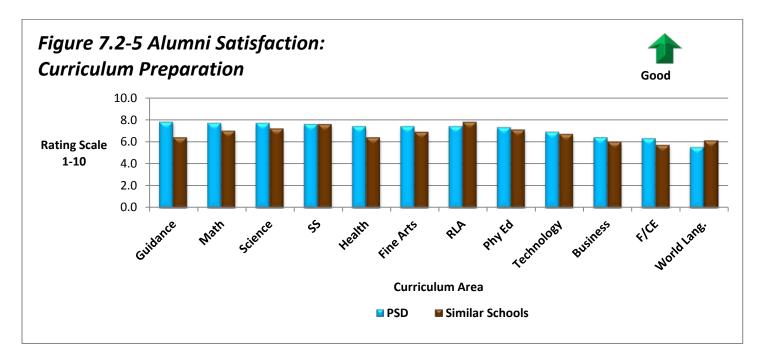
### 7.2-4 Parent & Student Satisfaction: Challenging Education



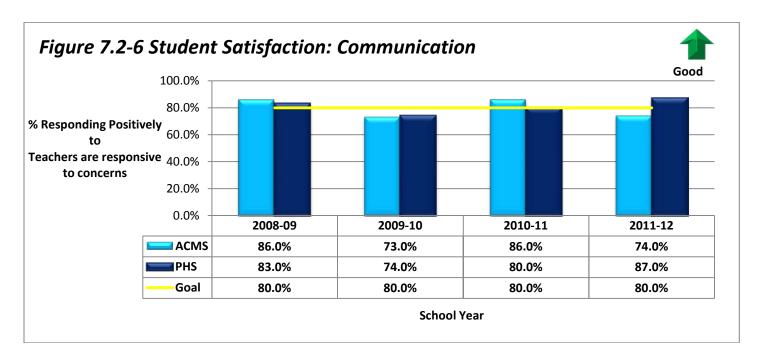


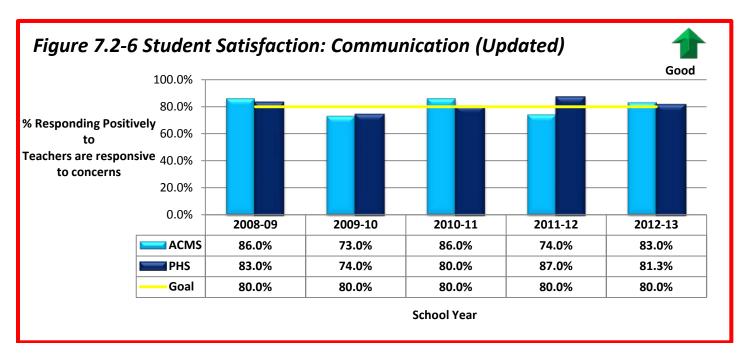
Updated information for the 2012-13 school year shows increases to over 90% in student and parent perceptions of whether PSD is offering a challenging curriculum. A challenging education is a key requirement identified by our stakeholders and performance at this level is something we are very proud of.

# 7.2-5 Alumni Satisfaction: Curriculum Preparation



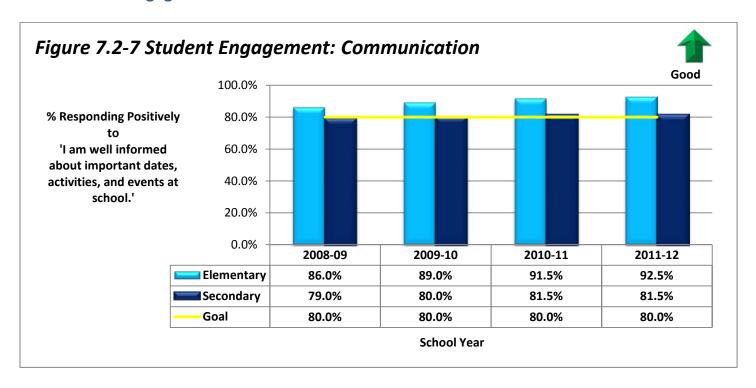
#### 7.2-6 Student Satisfaction: Communication



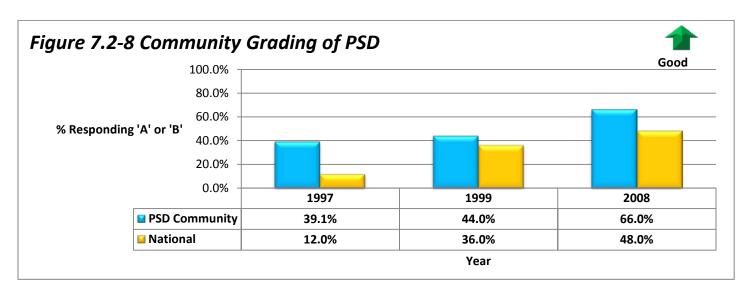


Updated data from the 2012-13 Student Climate Survey provides insight on student and teacher interactions. At ACMS, there was an increase in agreement that teachers were responsive to student concerns by nearly 10%.

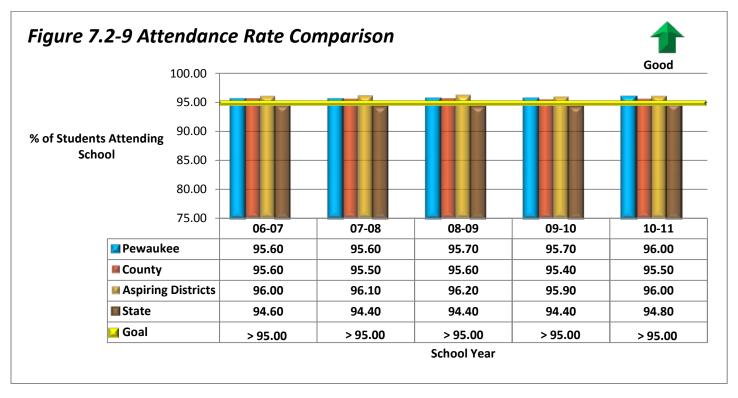
# 7.2-7 Student Engagement: Communication

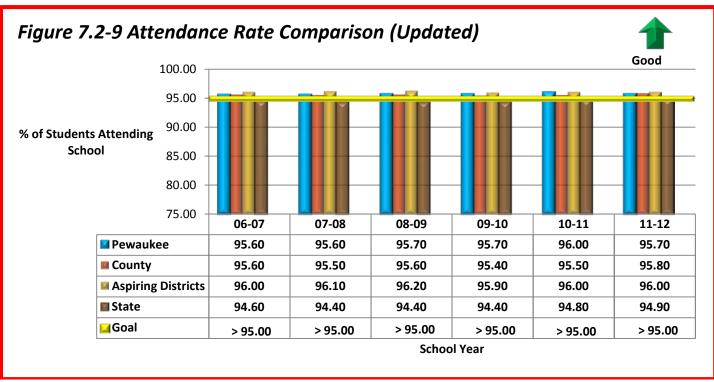


# 7.2-8 Community Grading of PSD



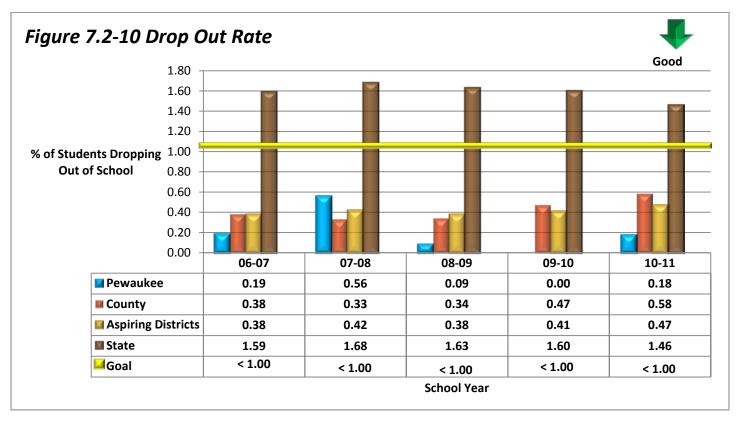
### 7.2-9 Attendance Rate Comparison

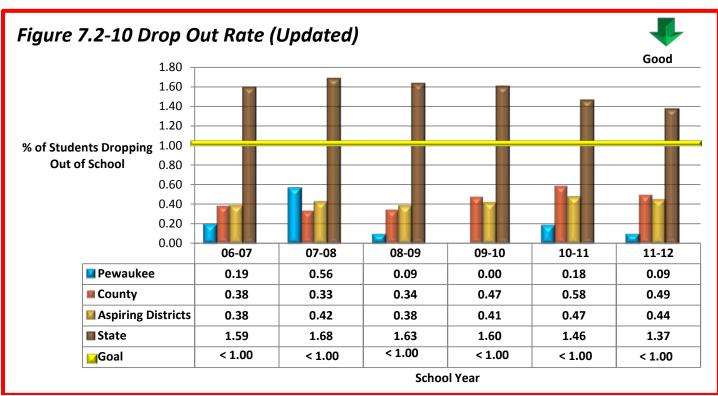




Updated results include the most recent release of data from the Wisconsin Department of Public Instruction, the 2011-12 school year. This data point remained stable from the 2010-11 to the 2011-12 school year and is on par with our county and aspiring district benchmarks while exceeding the State rate.

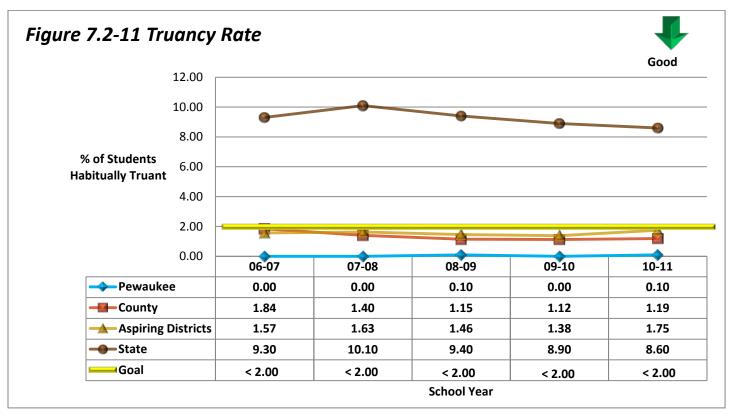
#### 7.2-10 Drop Out Rate

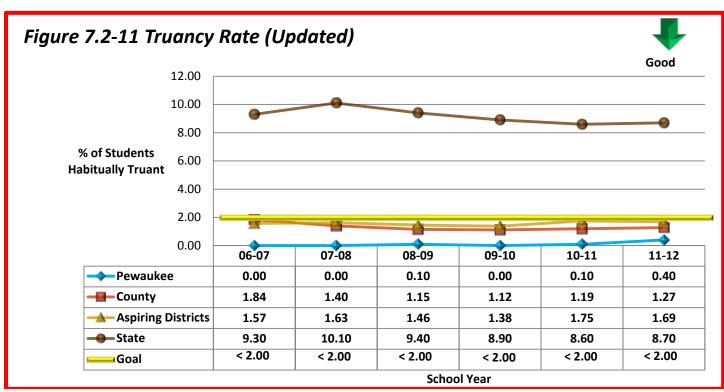




The updated result adds data from the 2011-12 school year with PSD maintaining a low Drop-Out rate that exceeds all comparables. PSD staff put forth every effort to engage students and keep them in school through graduation.

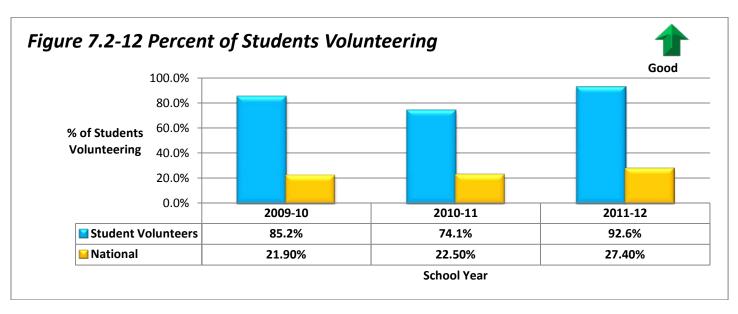
#### 7.2-11 Truancy Rate

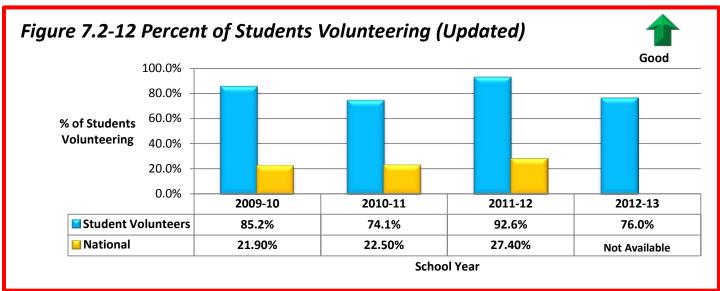




The updated result adds data from the 2011-12 school year with PSD maintaining a low Truancy Rate. On a daily basis, our staff works to engage students and keep them in school on a daily basis. This effort is rewarded through the increase of students' likelihood of graduating and being college and career ready.

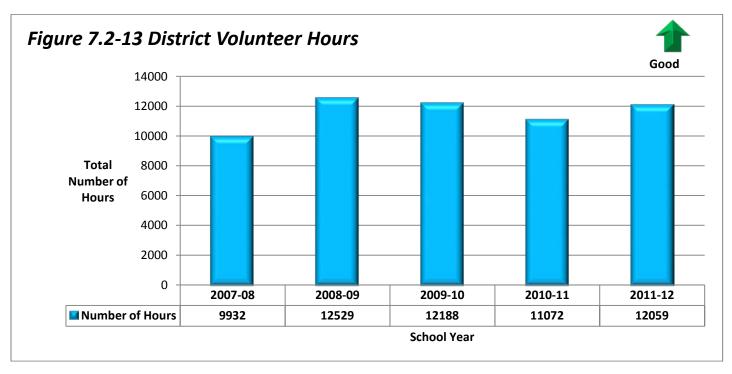
### 7.2-12 Percent of Students Volunteering

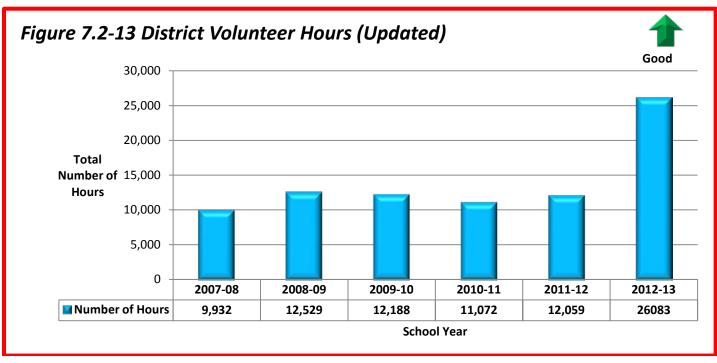




The updated results add data from the 2012-13 school year. We saw a slight dip in the percent of students volunteering when compared to those in 2011-12, yet still higher than the percent from 2010-11. Pewaukee dramatically exceeds the national average for student volunteering.

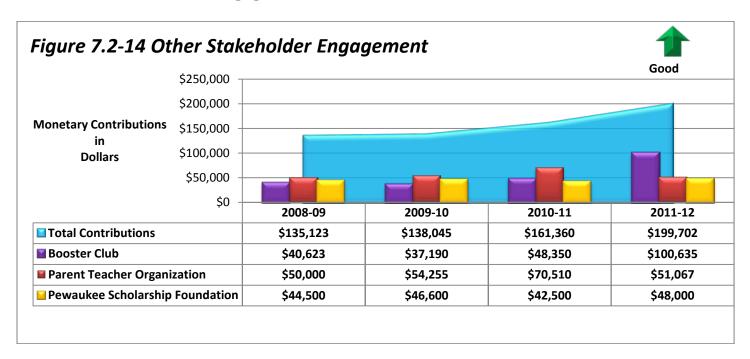
#### 7.2-13 District Volunteer Hours

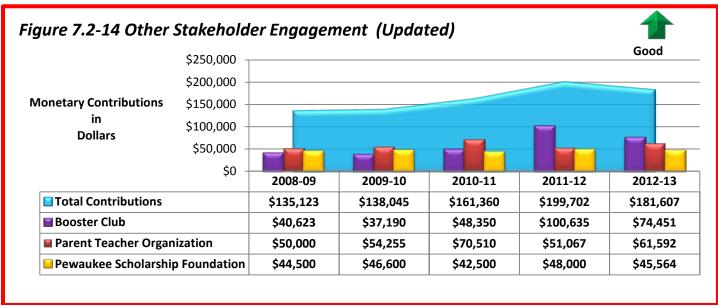




These updated results show the added volunteer hours for the 2012-13 school year. With the addition of a Volunteer Coordinator, volunteers are proactively placed into classrooms to work with students as "Math Mentors" and "Reading Buddies." While the services volunteers provide for PSD are extremely valuable, the impact of these volunteers has been analyzed via student achievement data. First grade students working with a Reading Buddy experienced significant gains in their Fountas and Pinnell assessment compared to students that did not work with a Reading Buddy. Additional analysis of volunteer impact on student achievement is available on site.

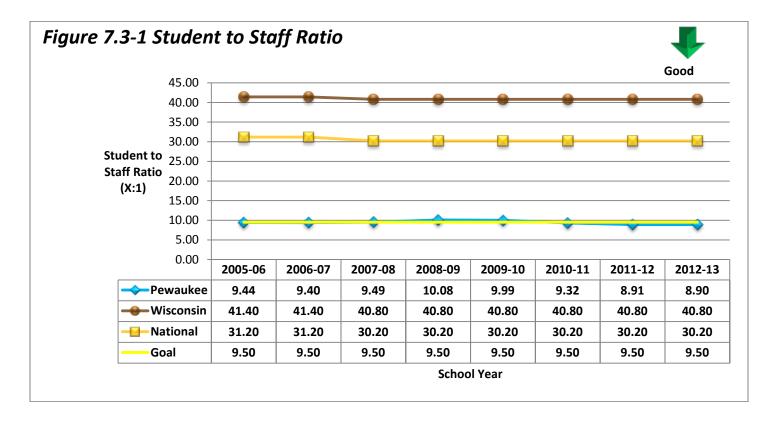
### 7.2-14 Other Stakeholder Engagement



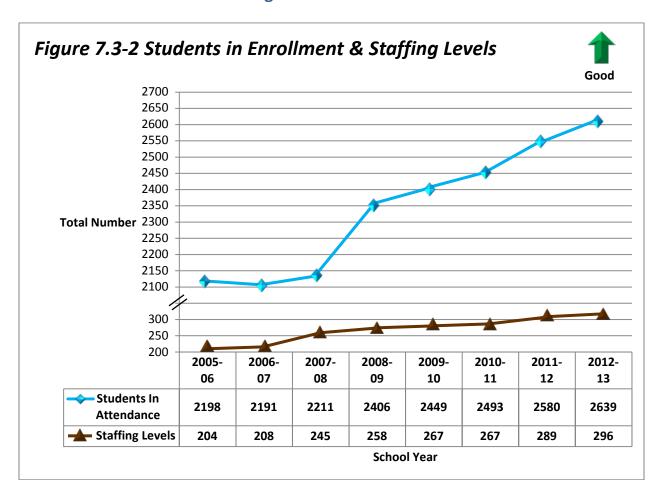


This table adds the updated results from the 2012-13 school year. Total donations fell slightly from last year, an all time best year for donations due to the generous donation from the Booster Club to fund the resurfacing of the track and football field.

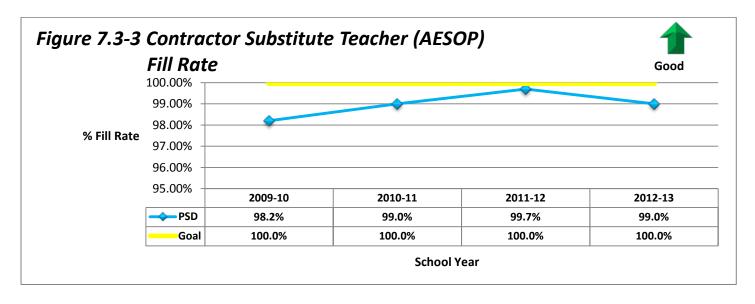
### 7.3-1 Student to Staff Ratio



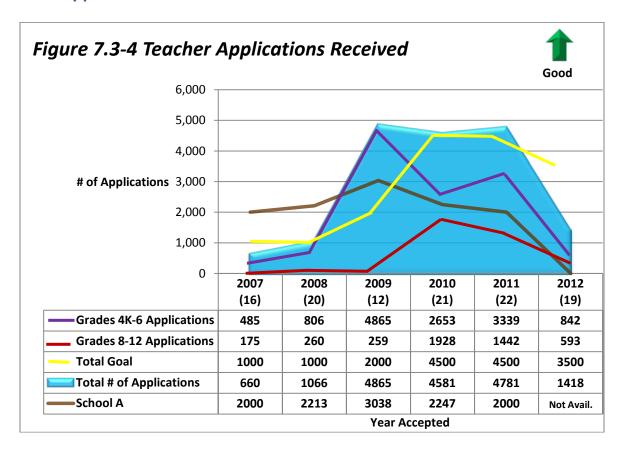
# 7.3-2 Students in Enrollment & Staffing Levels



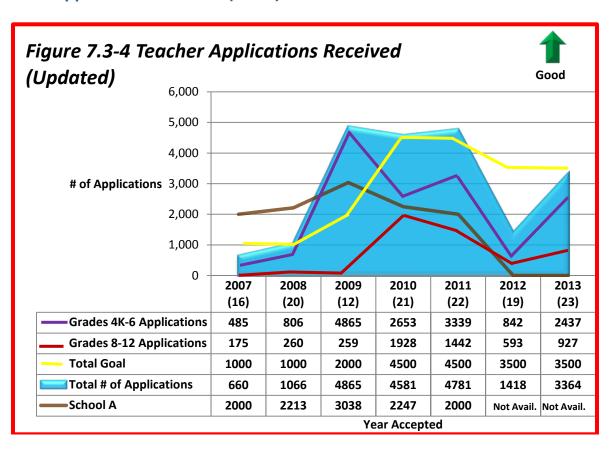
# 7.3-3 Contractor Substitute Teacher (AESOP) - Fill Rate



# 7.3-4 Teacher Applications Received

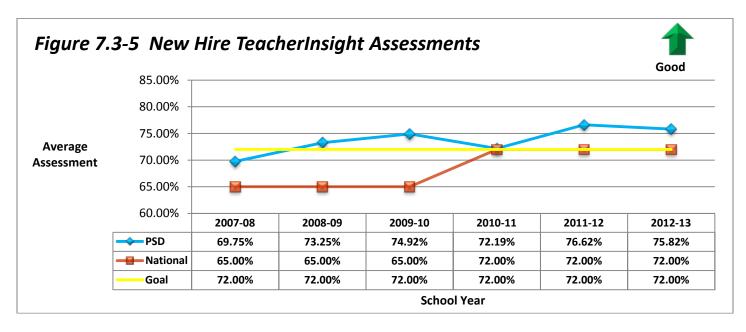


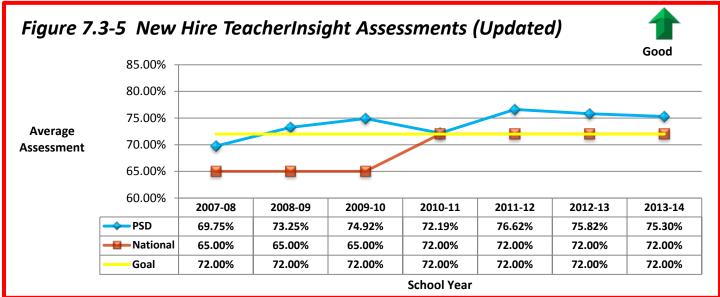
### 7.3-4 Teacher Applications Received (Cont.)



The updated results for 2013 show an increase in Teacher Applications received. Pewaukee School District continues to be an employer of choice which the increase in applications illustrates. The 2013 application results include a mix of new graduates and experienced candidates applying for positions within PSD.

### 7.3-5 New Hire TeacherInsight Assessments

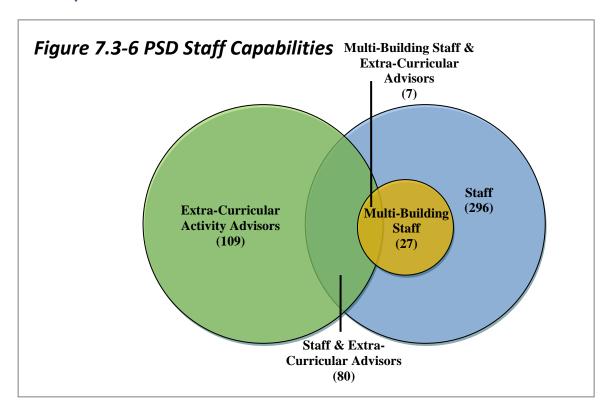


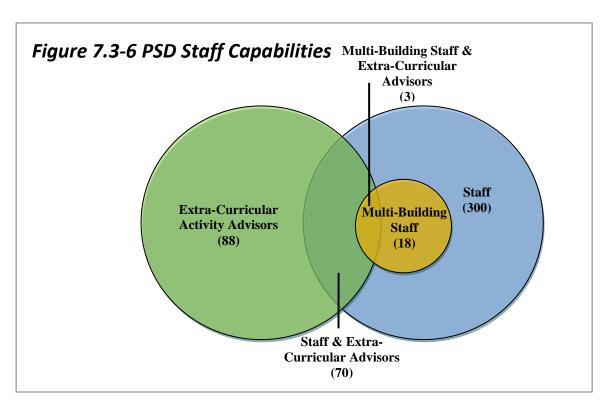


This updated result adds the Gallup TeacherInsight scores for 2013-14 school year. Over the seven years we have been using this screening tool, the average scores of new hires has increased by nearly six points.

Every teacher hired within PSD has a direct and profound impact on student success; therefore, all candidates are required to take the Gallup TeacherInsigh Assessment. This screening tool provides additional information to the hiring committees in the candidate screening process by measuring candidates' talent potential in the classroom. It is just one part of our comprehensive hiring process.

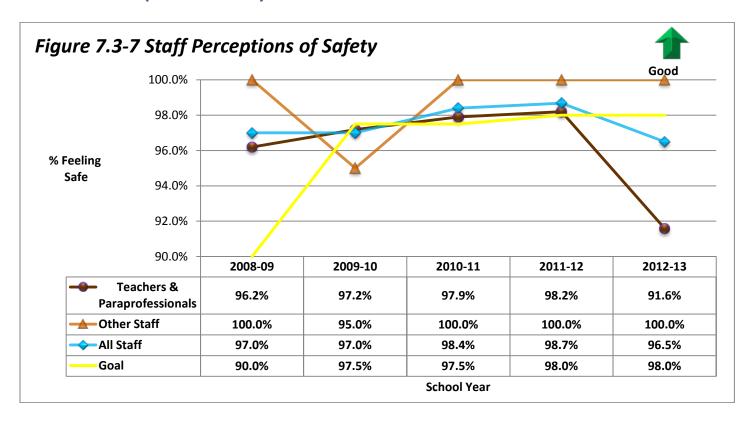
### 7.3-6 PSD Staff Capabilities



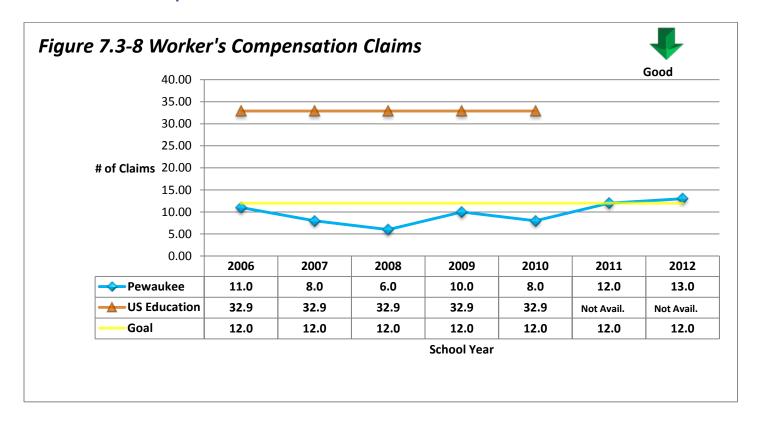


The updated staff capabilities results for 2013-14 continue to show utilization of staff in multiple capacities throughout the PSD. Our campus setting provides for greater utilization of staff between buildings, in multiple assignments and supporting our students in extra-curricular activities.

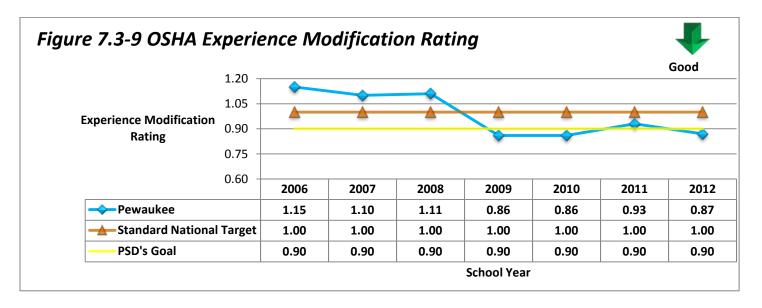
# 7.3-7 Staff Perceptions of Safety



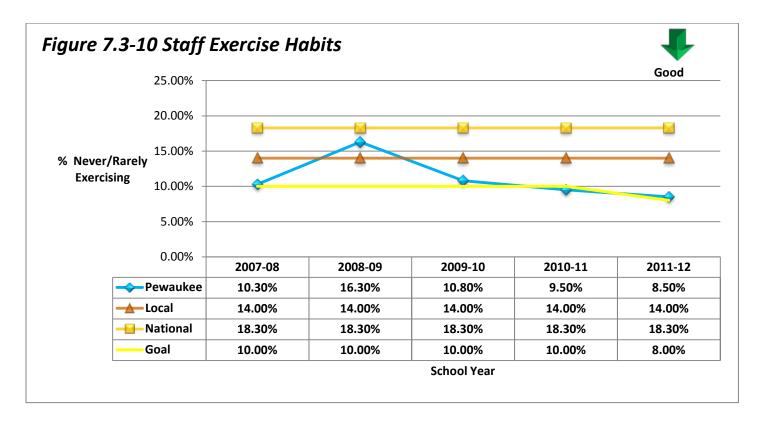
# 7.3-8 Worker's Compensation Claims



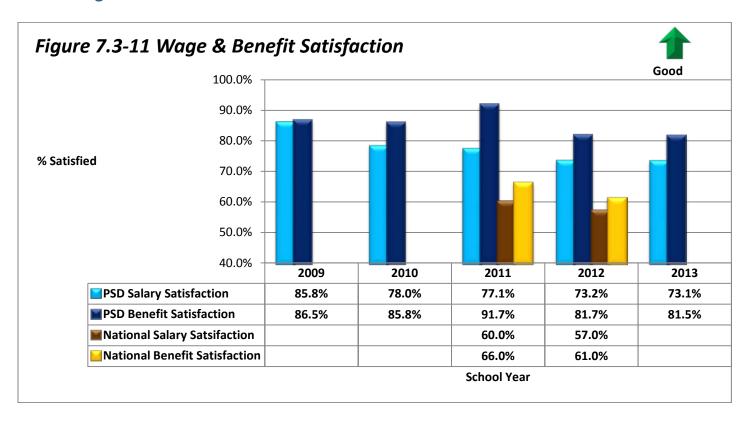
# 7.3-9 OSHA Experience Modification Rating



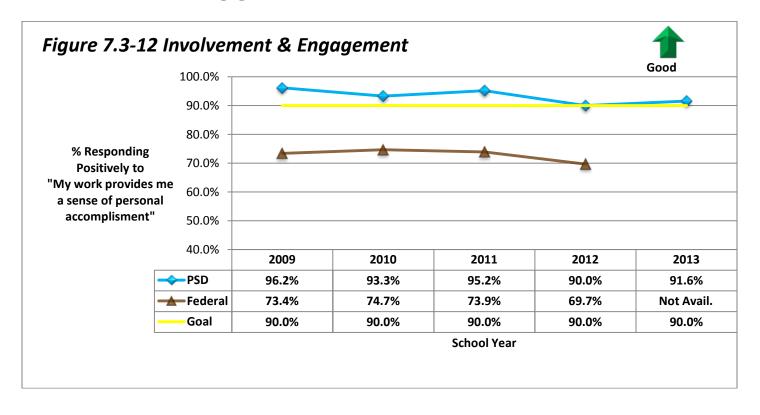
#### 7.3-10 Staff Exercise Habits



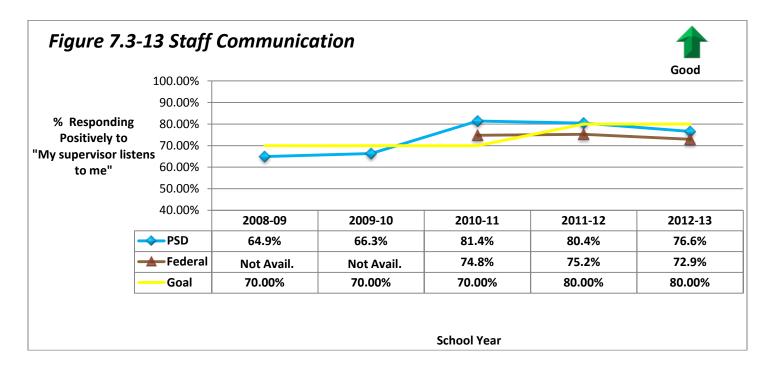
# 7.3-11 Wage & Benefit Satisfaction



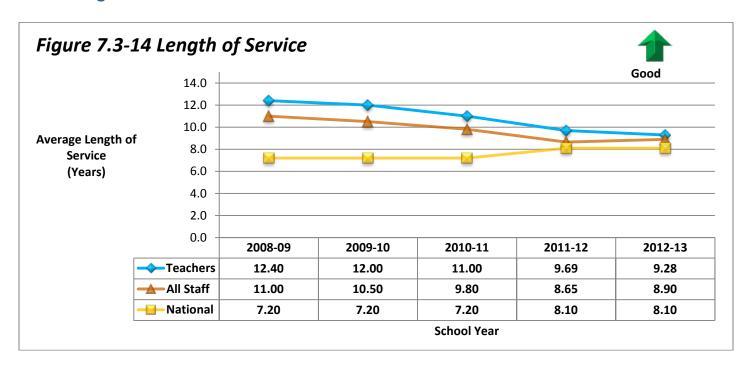
# 7.3-12 Involvement & Engagement

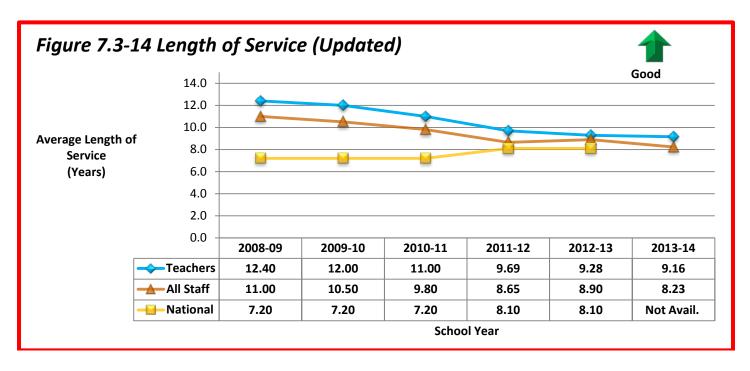


### 7.3-13 Staff Communication



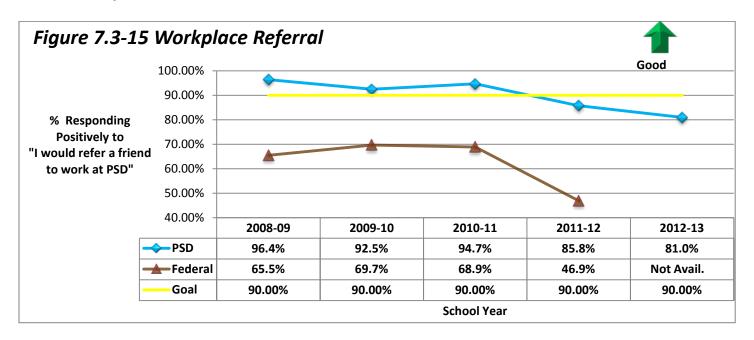
#### 7.3-14 Length of Service



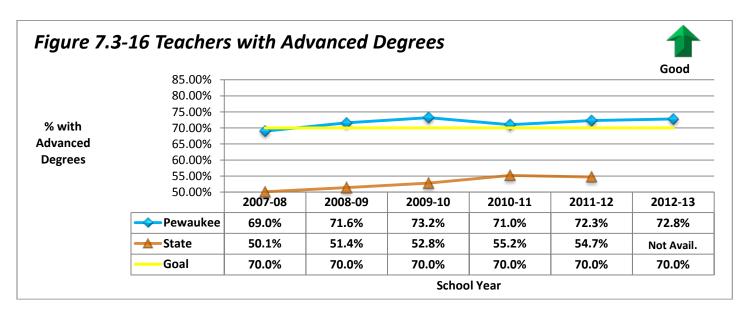


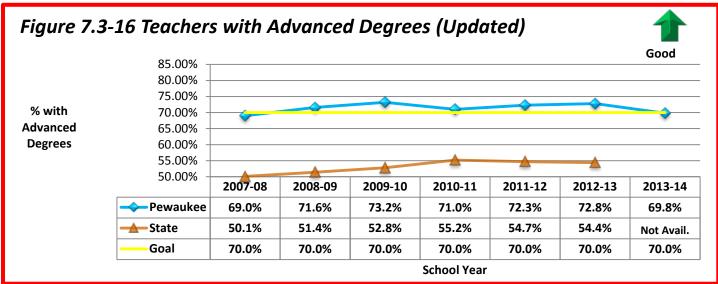
This updated result adds detail regarding our staff as we begin the 2013-14 school year. With the slight declines in average years of service at PSD, is clear our staff members are getting younger and less experienced. In light of this trend, we have a defined process to assign mentors to new teachers as part of our onboarding process.

### 7.3-15 Workplace Referral



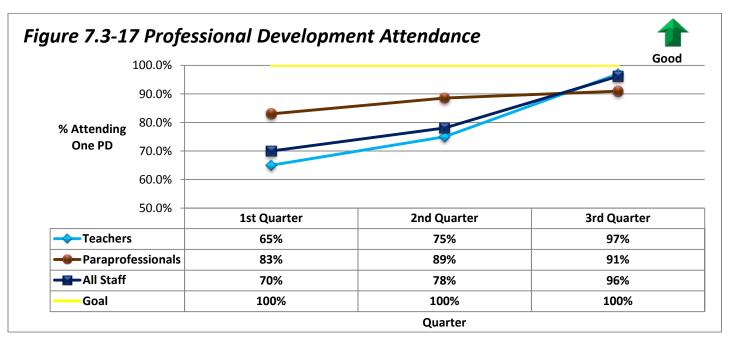
#### 7.3-16 Teachers with Advanced Degrees

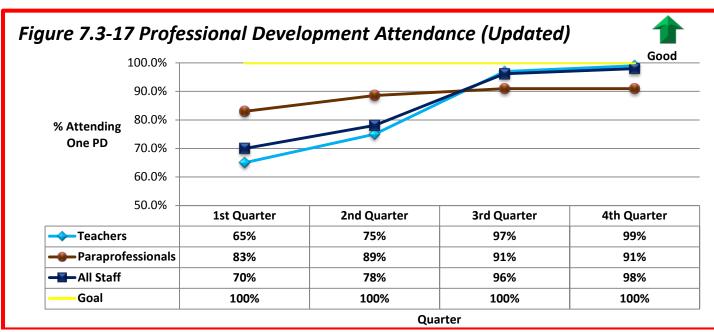




This table adds data for the 2013-14 school year regarding the percent of teachers on our staff with Master's degrees. The slight decline for this year may be attributed to two root causes. First, we hired 23 new staff members for the coming school year, many of whom are less experienced in the teaching field and thus do not yet have Master's degrees. Secondly, as we have been in transition since Act 10, some teachers put their attainment of a degree on hold while our State and our school district determine how the attainment of a Master's degree would be recognized with our compensation system.

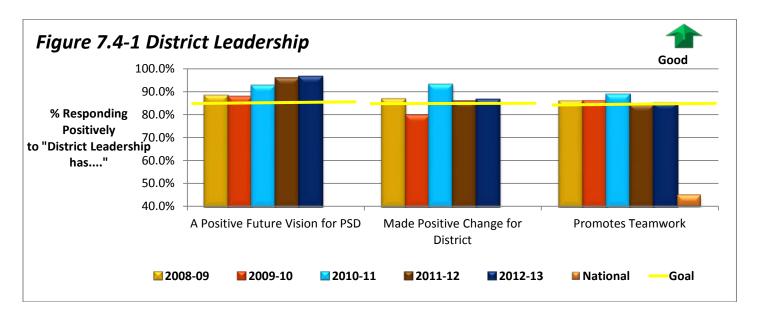
#### 7.3-17 Professional Development Attendance



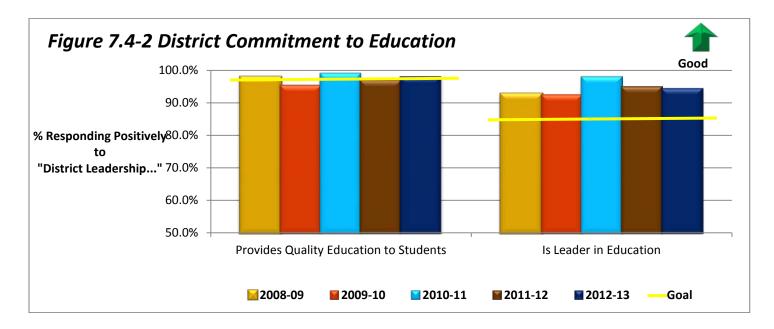


Professional Development is part of the Workforce Engagement and Development strand of our Strategic Plan. Increasing the participation of all of our workforce groups in professional development for their positions is a critical aspect of engaging our employees to work towards achieving our mission.

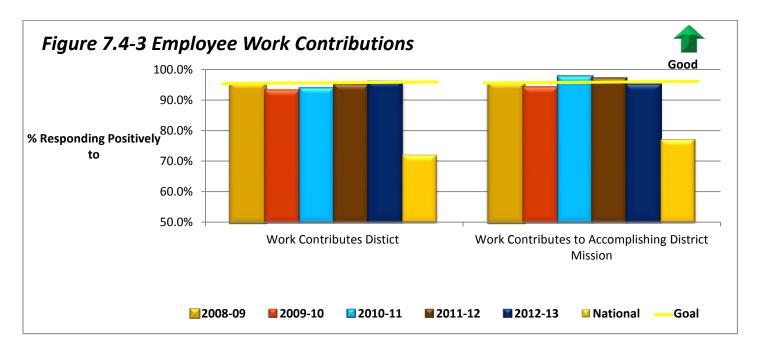
# 7.4-1 District Leadership



#### 7.4-2 District Commitment to Education



# **7.4-3 Employee Work Contributions**



# 7.4-4 360 Feedback for Superintendent

Figure 7.4-4 360 Feedback for Superintendent								
Indicator		Satisfaction						
	2010-11	2011-12	2012-13					
Promotes use of an effective strategic planning model to plan for the future	93.52%	92.78%	95.86%					
Adapts her leadership to the needs of the current situation and is comfortable with dissent	77.27%	79.35%	81.73%					
Protects teachers from issues and influences that would unnecessarily detract from teaching time & focus	64.00%	70.73%	74.96%					
Communicates and operates from strong ideals and beliefs about schooling	93.86%	94.12%	95.31%					
Inspires and leads new and challenging innovations	86.61%	87.00%	87.96%					
Is an advocate for the district with the community at large	95.24%	95.65%	97.42%					

#### **7.4-5 PSD Senior Leader Honors**

Figure 7.4.5 PSD Senior Leader Honors							
WI Honor	PSD Leader	Year					
Superintendent of the Year	JoAnn Sternke	2013					
Principal of the Year	Randy Daul (ACMS Marty VanHulle (PHS) Mike Cady (CAO)	2012 2005 2010					
Assistant Principal of the Year	Danielle Bosanec	2013					

# 7.4-6 Results for Key Governance, Fiscal, Regulatory, Ethical Safety, Accreditation, and Legal Compliance

#### 7.4-6 Results for Key Governance, Fiscal, Regulatory, Ethical Safety, Accreditation, and Legal Compliance Results Results Results Results Results Results Process/Method Purpose 06-07 07-08 08-09 09-10 10-11 11-12 Strategic Planning\* Y/Y Y/Y G BOE & SL Participation SPP/BOE Approval of SP Y/Y Y/Y Y/Y Y/Y Policy Review G BOE Policies on Governance / BOE Updating of New Policies Y/YY/YY / Y Y/YY/YY / Y **BOE** Action on Minutes showing BOE discussion of student achievement γ ٧ γ γ G, A/R Student Achievement Minutes Reflect BOE Approval of all Curriculum 100% 100% 100% 100% 100% 100% BOE Policy & Acceptance of Independent Audit Report in Minutes **Financial Oversight** Y/YG, F Y/YY/YY/YY/YY/Y/ BOE Involvement in Negotiations Membership in SWSA, NSBA, AASA, WASDA, WASBO Advocacy G Υ % SLs evaluated annually by Supt, BOE or Supervisor 100% 100% 100% 100% 100% 100% Performance G Minutes Reflect BOE Discussion of Eval to Set Compensation Υ **Evaluation System BOE Signed Contracts** Υ Υ Υ Υ Υ Υ **BOE & SL Participation in Professional Organizations** 100% 100% 100% 100% 100% 100% **Professional Growth** G # NSBA Presentations Given by BOE 2 0 3 3 3 BOE Policies on Hiring, Job Descriptions, Evaluation Υ Υ Υ Υ Recruitment & **BOE** Approval of all Certifies Hires & Resignations Υ Υ G, E, R **Retention Plan BOE Receives Succession Plan** NΑ NA % DPI Licensed / % Highly Qualified 100/100 100/100 100/100 100/100 100/100 100/100 Accountability to Receipt of annual report & mtg. notice; Citizen Vote at Annual G, F, R Y/Y Y/Y Y/Y Y/Y Y/Y Y/Y Stakeholders Meeting **BOE** Induction Induction/ethical pledge held for New BOE Members 2 2 3 2 3 G, E # Open Meetings Violations / All BOE Meeting Agendas & Minutes 0/100% 0/100% 0/100% 0/100% 0/100% 0/100% G, R, E, Open Meetings Laws **Posting Meet Posting Requirements** Citizen Comments heard at BOE Meetings 10 11 3 Newsletters & Annual Report sent to Community / Communication Plan G. E Y/YY/YY/YY/YY/YY/Y**BOE** Discussion of Survey Results **Election Laws** R, E, G # violations in electing voting, canvassing, posting 0 0 # policies on ethics / % employees receiving policies / % 28/0 28/1 28/0 28/0 28/0 28/0 **Ethics Management** G, E employees informed on whom to notify about breaches 100% 100% 100% 100% 100% 100% Contract Maint. G, E, L # employee grievances resolved without arbitration 0 1 3 3 0 Harassment Policy G. E. L # harassment complaints filed 0 0 0 0 0 0 Satisfaction Surveys E, S % employees citing PSD is a safe place to work 93% 96% 97% 97% 99% 99% Test Management E, G, R DPI violations concerning WKCE test security 0 0 n n n 0 HIPPA R, E # sanctions due to HIPPA Violations 0 0 0 **Student Handbooks** G, E % handbooks given to students annually 100% 100% 100% 100% 100% 100% **PHS Merit Award** Ε # PHS students receiving award annually 88 82 84 95 102 **Expulsions &** # Expulsions/Suspension rate per year / 1/1.5% 0/1.9% 0/2.3%1/1.6% 6/1.55% 0 E, L Weapons and/or drug violations Suspensions 4 NA 6 Student Drug Testing E, S % positive drug screens # students tested 0%/130 5%/130 3%/130 5%/130 7%/130 3%/130 Acceptable Use of # students who had technology privileges suspended due to 49 22 12 12 19 37 Technology improper use of technology on campus Criminal Background % volunteers/employees with felony convictions permitted to 100% 100% 100% 100% 100% 100% Checks volunteer/work with students 0

Vendor contracts	E, G	# vendor contracts found to be awarded improperly	0	0	0	0	0	0
Budget Cycle, Planning & Approval	F, G,S	Minutes Show BOE Approval of Budget & Staffing Plan Minutes show BOE Approval of 5 Year Capital Plan Minutes Show Approval of 10 Year Campus Plan	Y Y NA	Y Y Y	Y Y Y	Y Y YY	Y Y Y	Y Y YY
Review of Budget Activity	F, E, G	Minutes Show Monthly Finance Committee & BOE Approval of Revenue & Expense Report and Check Register / Revenues Exceed Expenditures at End of Year	Y Y Y	Y Y Y	Y No due to 4K	Y Y Y	Y No due to 4K	Y Y Y
Open Enrollment	F, G	Minutes Show BOE Approval of OE Seats & Class Size	Y/Y	Y/Y	Y/Y	Y/Y	Y/Y	Y/Y
IRS Violations	F, E	# violations	0	0	0	0	0	0
NCLB Compliance	R	% Teachers Highly Qualified / AYP Met	99/100	99/100	100/100	100/100	100/100	100/100
Kitchen Inspections	S, R	% Waukesha Cty. Health Dept. inspections <90%		0	0	0	0	0
Special Education	R, E	# suits filed due to IDEA non-compliance with students		0	0	0	0	0
Accidents	S, F	# accidents or injuries w/lost time/total accidents		0/8	1/7	0/10	6/13	1/12
Instructional Time	S	# hours lost due to unsafe conditions on campus		0	0	0	0	0
Safety Training	S	NIMS, Bloodborne Pathogens, & EMC Training		100%	100%	100%	100%	100%
Litigation	L	# lawsuits with attorney representation	1	1	2	1	0	0

# 7.4-6 Results for Key Governance, Fiscal, Regulatory, Ethical Safety, Accreditation, and Legal Compliance (Continued)

# 7.4-6 Results for Key Governance, Fiscal, Regulatory, Ethical Safety, Accreditation, and Legal Compliance (Updated)

Process/Method	Purpose	Measure	Results 07-08	Results 08-09	Results 09-10	Results 10-11	Results 11-12	Results 12-13
Strategic Planning*	G	BOE & SL Participation SPP/ BOE Approval of SP	Y/Y	Y/Y	Y/Y	Y/Y	Y/Y	Y/Y
Policy Review	G	BOE Policies on Governance / BOE Updating of New Policies	Y/Y	Y/Y	Y/Y	Y/Y	Y/Y	Y/Y
BOE Action on Student Achievement	G, A/R	Minutes showing BOE discussion of student achievement Minutes Reflect BOE Approval of all Curriculum	Y 100%	Y 100%	Y 100%	Y 100%	Y 100%	Y 100%
Financial Oversight	G, F	BOE Policy & Acceptance of Independent Audit Report in Minutes / BOE Involvement in Negotiations	Y/Y	Y/Y	Y/Y	Y/Y	Y/Y	Y/Y
Advocacy	G	Membership in SWSA, NSBA, AASA, WASDA, WASBO	Υ	Υ	Υ	Υ	Υ	Υ
Performance Evaluation System	G	% SLs evaluated annually by Supt, BOE or Supervisor Minutes Reflect BOE Discussion of Eval to Set Compensation BOE Signed Contracts	100% Y Y	100% Y Y	100% Y Y	100% Y Y	100% Y Y	100% Y Y
Professional Growth	G	BOE & SL Participation in Professional Organizations # NSBA Presentations Given by BOE	100% 0	100% 3	100% 3	100% 3	100% 3	100% 2
Recruitment & Retention Plan	G, E, R	BOE Policies on Hiring, Job Descriptions, Evaluation BOE Approval of all Certifies Hires & Resignations BOE Receives Succession Plan % DPI Licensed / % Highly Qualified	Y Y NA 100/100	Y Y Y 100/100	Y Y Y 100/100	Y Y Y 100/100	Y Y Y 100/100	Y Y Y 100/100
Accountability to Stakeholders	G, F, R	Receipt of annual report & mtg. notice; Citizen Vote at Annual Meeting	Y/Y	Y/Y	Y/Y	Y/Y	Y/Y	Y/Y
BOE Induction	G, E	Induction/ethical pledge held for New BOE Members	2	3	2	2	3	2
Open Meetings Laws	G, R, E, L	# Open Meetings Violations / All BOE Meeting Agendas & Minutes Posting Meet Posting Requirements Citizen Comments heard at BOE Meetings	0/100%	0/100% 10	0/100% 10	0/100% 14	0/100%	0/100% 0
Communication Plan	G, E	3 Newsletters & Annual Report sent to Community / BOE Discussion of Survey Results	Y/Y	Y/Y	Y/Y	Y/Y	Y/Y	Y/Y
Election Laws	R, E, G	# violations in electing voting, canvassing, posting	0	0	0	0	0	0
Ethics Management	G, E	# policies on ethics / % employees receiving policies / % employees informed on whom to notify about breaches	28/1 100%	28/0 100%	28/0 100%	28/0 100%	28/0 100%	28/ 100%
Contract Maint.	G, E, L	# employee grievances resolved without arbitration	1	3	3	0	0	0
Harassment Policy	G, E, L	# harassment complaints filed	0	0	0	0	0	0
Satisfaction Surveys	E, S	% employees citing PSD is a safe place to work	96%	97%	97%	99%	99%	97%
Test Management	E, G, R	DPI violations concerning WKCE test security	0	0	0	0	0	0
HIPPA	R, E	# sanctions due to HIPPA Violations	0	0	0	0	0	0
Student Handbooks	G, E	% handbooks given to students annually	100%	100%	100%	100%	100%	100%
PHS Merit Award	E	# PHS students receiving award annually	82	84	95	98	102	95
Expulsions & Suspensions	E, L	# Expulsions/Suspension rate per year / Weapons and/or drug violations	0/1.9% 9	0/1.41% 13	0/1.18% 7	1/1.6% 16	6/1.55% 13	6/2.1% Not Avail.
Student Drug Testing	E, S	% positive drug screens # students tested		3%/130	5%/130	7%/130	3%/130	3%/130
Acceptable Use of Technology	Е	# students who had technology privileges suspended due to improper use of technology on campus		12	12	19	37	6
Criminal Background Checks	E, S	% volunteers/employees with felony convictions permitted to volunteer/work with students		100% 0	100% 0	100% 0	100% 0	100% 0
Vendor contracts	E, G	# vendor contracts found to be awarded improperly	0	0	0	0	0	0
Budget Cycle, Planning & Approval	F, G,S	Minutes Show BOE Approval of Budget & Staffing Plan Minutes show BOE Approval of 5 Year Capital Plan Minutes Show Approval of 10 Year Campus Plan		Y Y Y	Y Y YY	Y Y Y	Y Y YY	Y Y YY

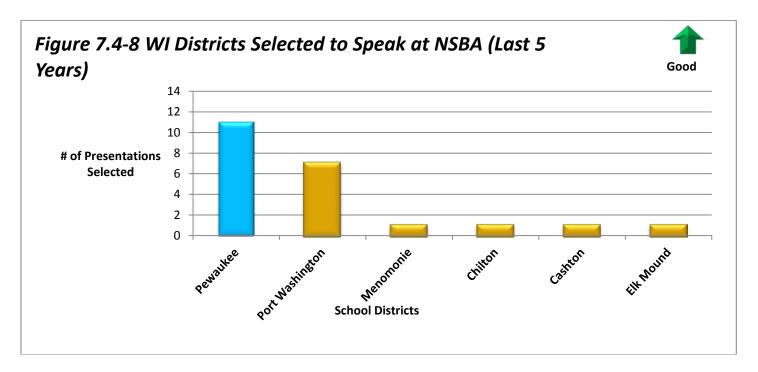
Review of Budget Activity	F, E, G	Minutes Show Monthly Finance Committee & BOE Approval of Revenue & Expense Report and Check Register / Revenues Exceed Expenditures at End of Year		Y No due to 4K	Y Y Y	Y No due to 4K	Y Y Y	Y Y Y
Open Enrollment	F, G	Minutes Show BOE Approval of OE Seats & Class Size	Y/Y	Y/Y	Y/Y	Y/Y	Y/Y	Y/Y
IRS Violations	F, E	# violations	0	0	0	0	0	0
NCLB Compliance	R	% Teachers Highly Qualified / AYP Met	99/100	100/100	100/100	100/100	100/100	100/100
Kitchen Inspections	S, R	% Waukesha Cty. Health Dept. inspections <90%		0	0	0	0	0
Special Education	R, E	# suits filed due to IDEA non-compliance with students		0	0	0	0	0
Accidents	S, F	# accidents or injuries w/lost time/total accidents		1/7	0/10	6/13	1/12	Not Avail.
Instructional Time	S	# hours lost due to unsafe conditions on campus		0	0	0	0	0
Safety Training	S	NIMS, Bloodborne Pathogens, & EMC Training		100%	100%	100%	100%	100%
Litigation	L	# lawsuits with attorney representation		2	1	0	0	0

Figure 7.4-6 has been updated, where available, with the 2012-13 results. In order to clarify the number of weapons and/or drug violations reported, these numbers have been updated. Previously, the numbers reported only took into consideration those that were expelled for weapon and/or drug violations and did not represent the total number of weapon and/or drug violations that occurred.

# **7.4-7 Senior Leaders Using Baldrige Criteria for Performance Excellence**

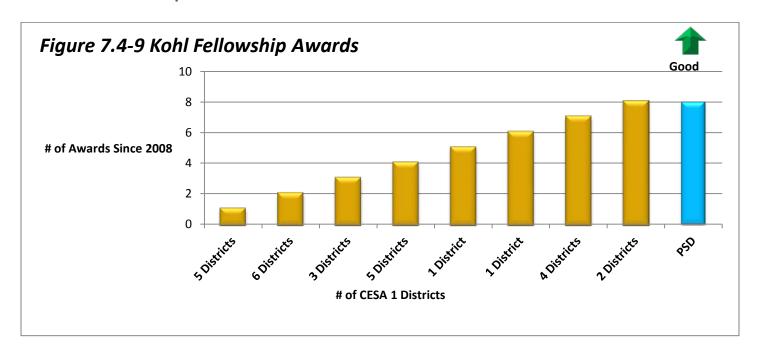
Figure 7.4-7 Senior Leaders Using Baldrige Criteria for Performance Excellence									
07-08 08-09 09-10 10-11 11-12 12-13									
% Trained in Baldrige Criteria by NIST or WFA	6%	12%	90%	100%	100%	100%			
% Serving as WI Forward Examiner		6%	18%	31%	37%	70%			
% Serving as a National Examiner				6%	6%	6%			

### 7.4-8 WI Districts Selected to Speak at NSBA (Last 5 Years)

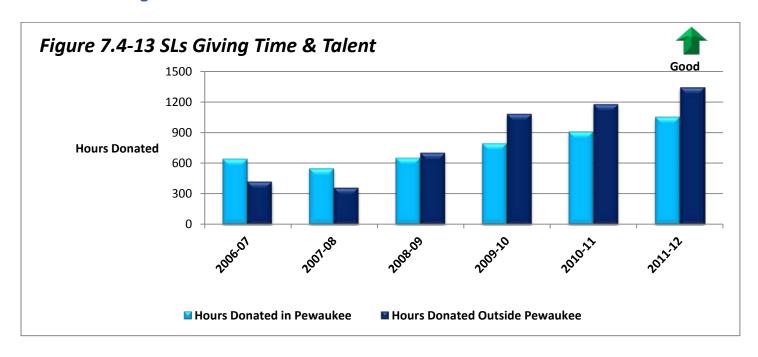


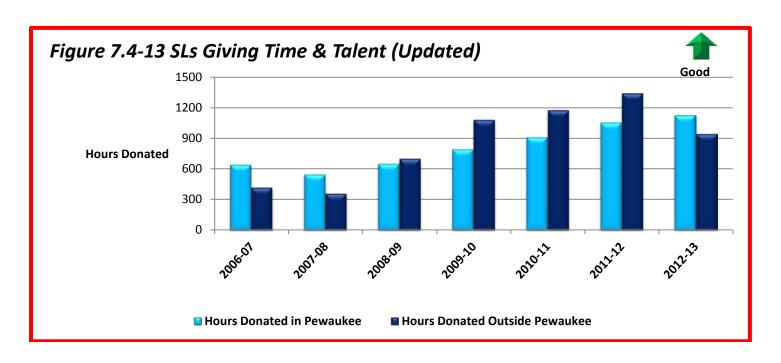
The NSBA is held in April. Currently, PSD has been asked to conduct two presentations for April of 2014.

# 7.4-9 Kohl Fellowship Awards

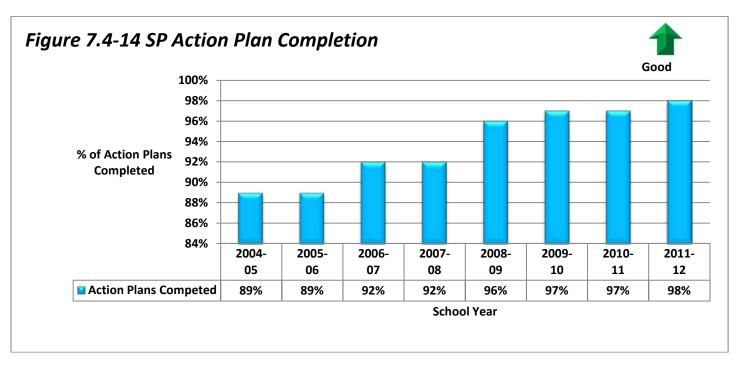


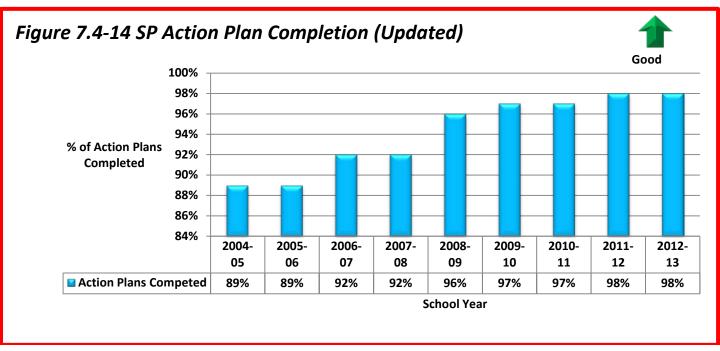
#### 7.4-13 SLs Giving Time & Talent





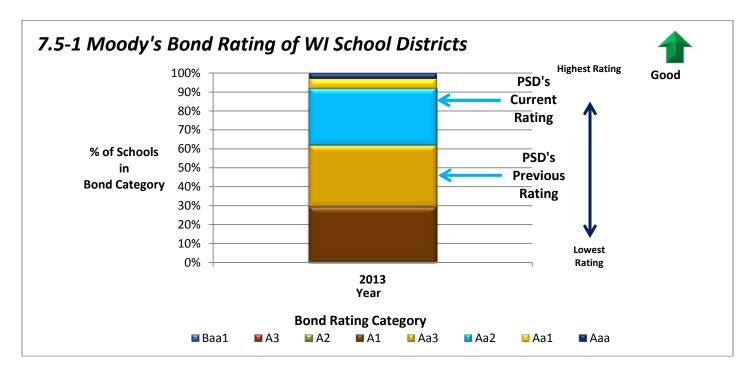
#### 7.4-14 SP Action Plan Completion



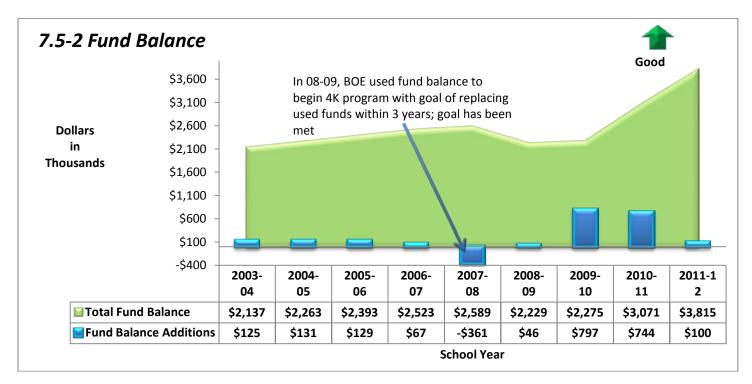


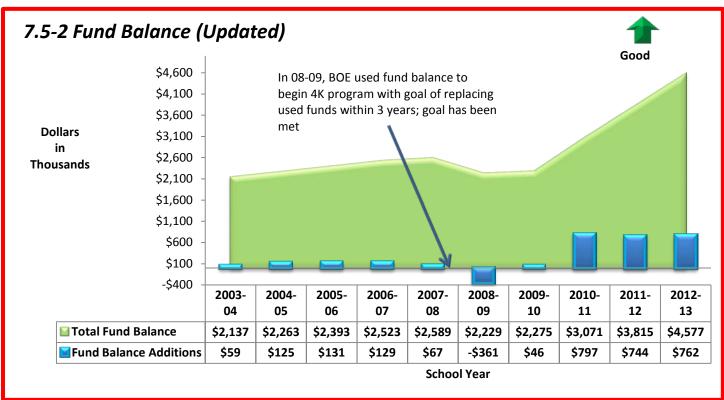
This updated data reflects the addition of our analysis of Strategic Plan Action Plans completed in the 2012-13 school year. Since we began using 90 Day Action Plan check-ins, 2008-09, as an Administrative Team, we have seen our SP Action Plan completion rate increase.

### 7.5-1 Moody's Bond Rating of WI School Districts



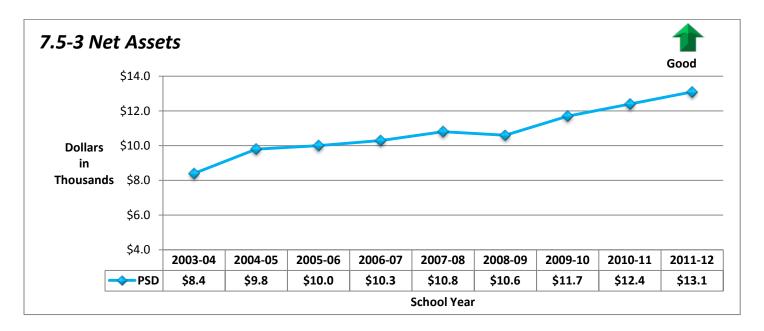
#### 7.5-2 Fund Balance



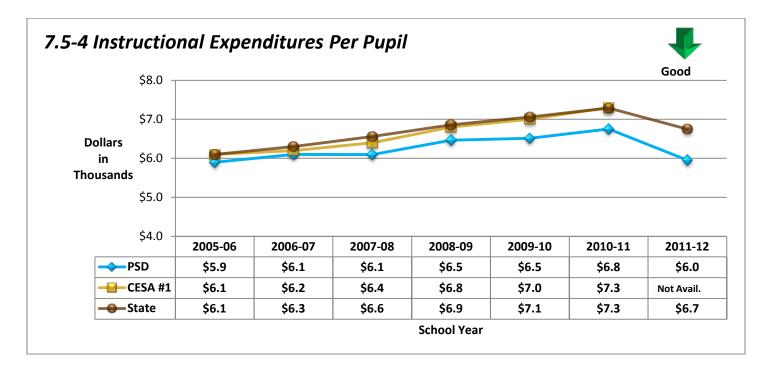


The update results display the actual changes to Fund Balance in the General Fund for the 11-12 and 12-13 fiscal year. In each year, PSD was able to control costs to produce a budget surplus of over \$700,000, adding to the fund balance. The fund balance of the General Fund stands at approximately 17% of the operating budget at the end of the 12-13 fiscal year. This improvement in fund balance is a significant indicator of the financial strength of the district to bond holders and investors when issuing debt to PSD, resulting in lower interest costs for the debt.

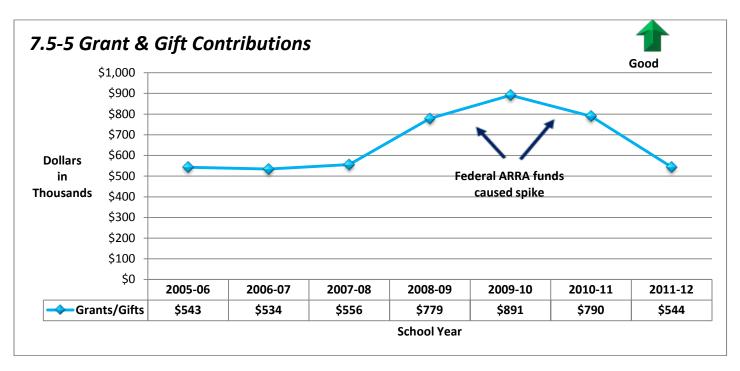
#### 7.5-3 Net Assets

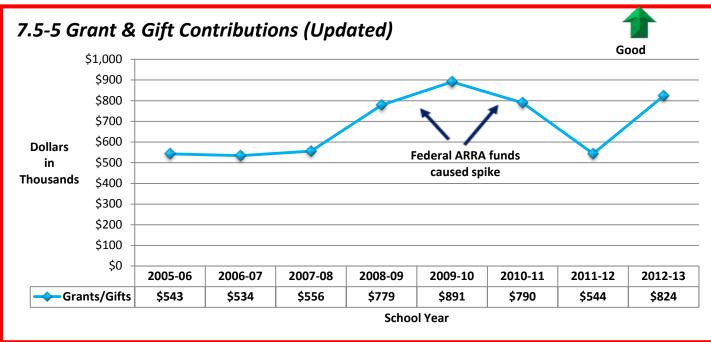


# 7.5-4 Instructional Expenditures Per Pupil



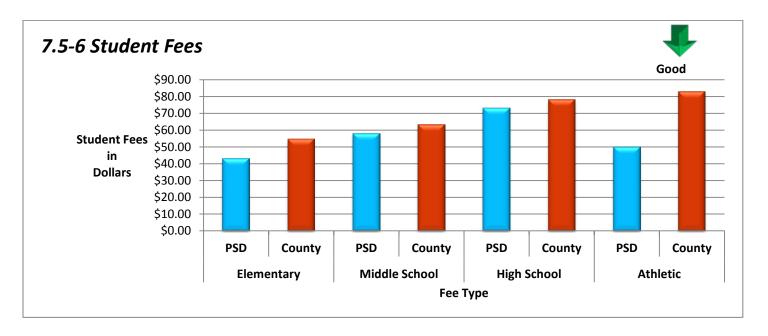
#### 7.5-5 Grant & Gift Contributions



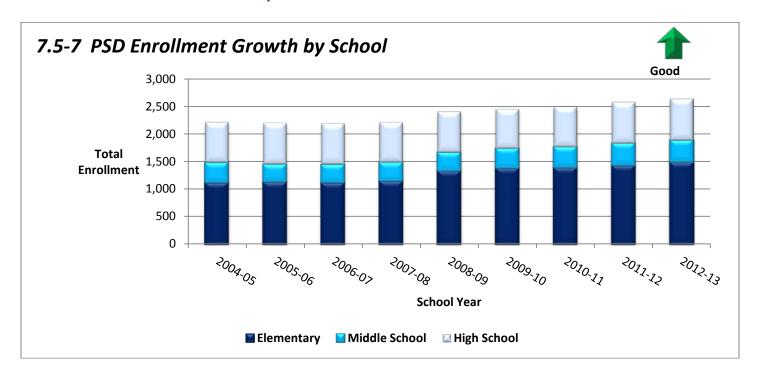


Updated results indicate an increase in Grants and Gifts for the 12-13 fiscal year. This past year, PSD received generous donations from youth football and the Booster Club in support of the Track & Field Renovation Project. During the fiscal year, we also experienced a significant increase in our funding for Title I, reflecting changes in the demographics of our student population.

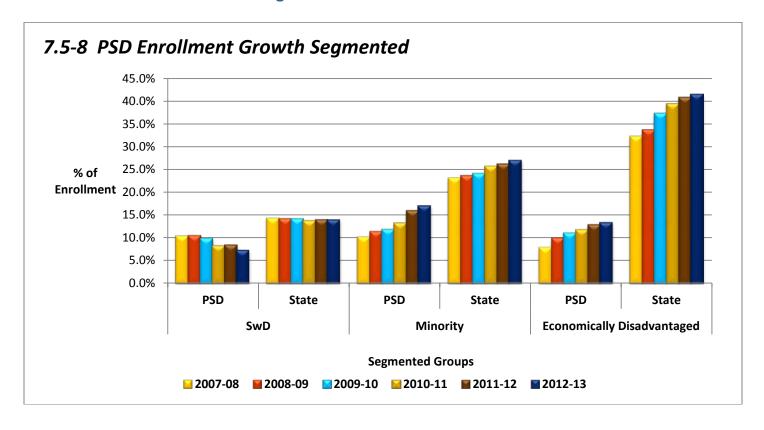
#### 7.5-6 Student Fees



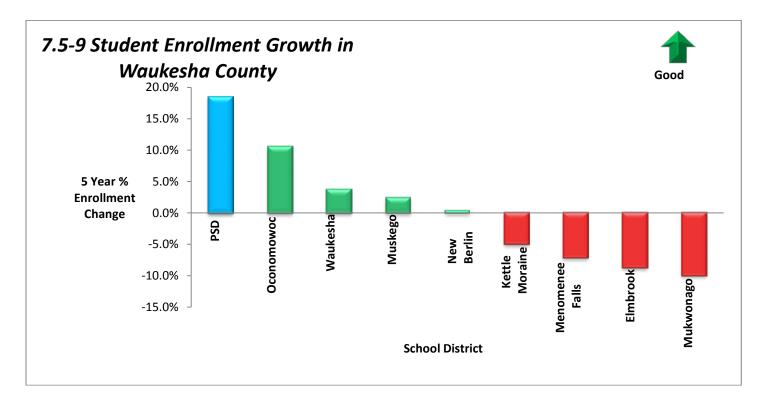
# 7.5-7 PSD Enrollment Growth by School



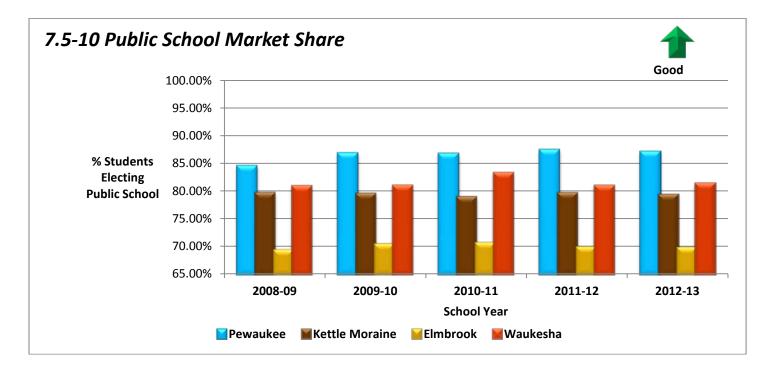
### 7.5-8 PSD Enrollment Growth Segmented



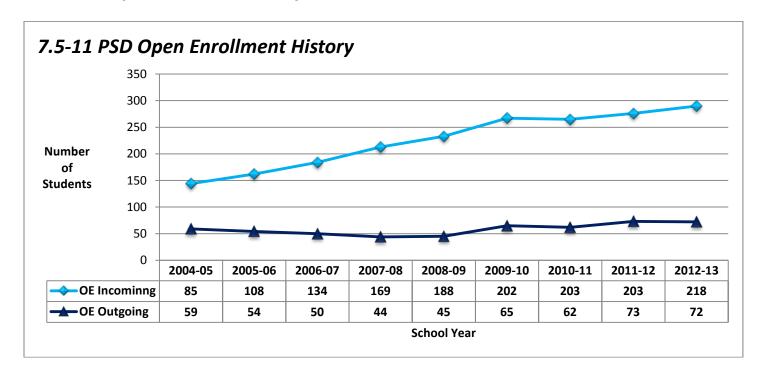
### 7.5-9 Student Enrollment Growth in Waukesha County



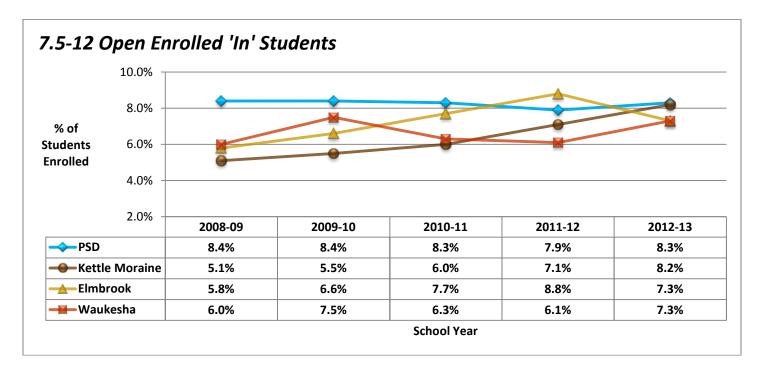
#### 7.5-10 Public School Market Share



### 7.5-11 PSD Open Enrollment History



### 7.5-12 Open Enrolled 'In' Students



### 7.5-13 Open Enrolled 'Out' Students

