Strategic Visioning Community Forum

October 24, 2015
About KM

- Located between Milwaukee/Madison
- 10 municipalities
- 1 high school, 1 middle school, 4 elementary schools
- 4 unique charter programs
Student Demographics (2014-15)

- 4,057 students
  - 91% White, 5% Hispanic, 1% Asian,
    2% Two or more races
  - Less than 1% each: Black, American Indian, Pacific Isle
- 12.2% Students with Disabilities
- 12.5% Economically Disadvantaged
Staff

Kettle Moraine School District employs:
- 307 certified staff
- 481 total employees

Subcontracts with Dousman Transport
- supporting an additional 42 bus drivers
MISSION
Cultivating academic excellence, citizenship and personal development

VISION
Learning without Boundaries

CHARGE
Transform the educational delivery system to better and more efficiently meet the needs of all students
District Goals

- **Student Achievement**: KM students will graduate career and college ready.
- **Service**: KM staff will provide high quality service to both internal and external stakeholders.
- **People**: KM will provide a quality work environment so that every employee can perform at the highest levels.
- **Finance**: KM will provide the highest return on investment and will create operational efficiencies.
History Circle
Core Values
Community Support of Schools
Community Support of Schools

- Community Engagement in Our Work
- Finances
- Enrollment
- Facilities
- Parent & Community Support
- Celebrations
Community Engagement in Our Work

- **May 2005:** Board action, “Transform…to better and more efficiently meet the needs of all students.”

- **January 2006:** A 25 member community task force worked 17 months using a scenario planning process.

- **May 2007:** Community forum received the Task Force report.

- **February 2011:** Community forum reaffirmed direction.

- **May 2013:** Community forum reaffirmed direction.

- **April 2014:** Community approved $49.6 million referendum.
Community Engagement in Our Work

- TODAY - October 24, 2015: Community forum convenes to provide direction for coming years.
Finances

ACHIEVING IN THE TOP 10% FUNDING IN THE BOTTOM 10%*
GENERAL PURPOSE REVENUE

MONEY COMING IN

- INDIVIDUAL INCOME: 53%
- SALES: 31%
- CORPORATE INCOME: 7%
- EXCISE: 5%
- OTHER: 4%

MONEY GOING OUT

- K-12 EDUCATION: 36%
- OTHER: 20%
- MEDICAL ASSISTANCE: 15%
- UW SYSTEMS: 8%
- CORRECTIONS: 8%
- PROPERTY TAX CREDITS: 7%
- GENERAL AID: 7%

- Learning Without Boundaries -
Kettle Moraine School District
General State Aid as a % of Income Tax

- Learning Without Boundaries -
DECLINE IN STATE AID AND RISE IN PROPERTY TAXES

<table>
<thead>
<tr>
<th>Year</th>
<th>State Aid</th>
<th>Property Tax</th>
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</thead>
<tbody>
<tr>
<td>2005-06</td>
<td>38%</td>
<td>62%</td>
</tr>
<tr>
<td>2006-07</td>
<td>39%</td>
<td>61%</td>
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<tr>
<td>2007-08</td>
<td>37%</td>
<td>63%</td>
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<tr>
<td>2008-09</td>
<td>34%</td>
<td>66%</td>
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<td>2009-10</td>
<td>30%</td>
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<td>2010-11</td>
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<td>2011-12</td>
<td>27%</td>
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<td>2012-13</td>
<td>23%</td>
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<td>2013-14</td>
<td>21%</td>
<td>79%</td>
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<tr>
<td>2014-15</td>
<td>23%</td>
<td>77%</td>
</tr>
<tr>
<td>2015-16</td>
<td>19%</td>
<td>81%</td>
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</table>
KMSD'S STATE AID

50.6% REDUCTION IN 10 YEARS
2005–2006 $16.4 M
2015–2016 $8.1 M

32.5% INCREASE IN 10 YEARS
2005–2006 $26.8 M
2015–2016 $35.5 M

KMSD'S PROPERTY TAXES
Schools aren’t funded equally

<table>
<thead>
<tr>
<th>School</th>
<th>Revenue</th>
</tr>
</thead>
<tbody>
<tr>
<td>Elmbrook</td>
<td>$11,498</td>
</tr>
<tr>
<td>New Berlin</td>
<td>$11,226</td>
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<tr>
<td>Menomonee Falls</td>
<td>$11,068</td>
</tr>
<tr>
<td>Hamilton</td>
<td>$10,350</td>
</tr>
<tr>
<td>Pewaukee</td>
<td>$10,325</td>
</tr>
<tr>
<td>Muskego</td>
<td>$10,086</td>
</tr>
<tr>
<td>Oconomowoc</td>
<td>$9,891</td>
</tr>
<tr>
<td>Kettle Moraine</td>
<td>$9,843</td>
</tr>
<tr>
<td>Waukesha</td>
<td>$9,815</td>
</tr>
<tr>
<td>Mukwonago</td>
<td>$9,200</td>
</tr>
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</table>

Waukesha County Maximum Revenue Per Student in 2014–2015
Enrollment Trend

Residents vs. Non-Residents

- Learning Without Boundaries -
Enrollment Trends

Open Enrollment Out vs. In

<table>
<thead>
<tr>
<th>Year</th>
<th>Out</th>
<th>In</th>
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</thead>
<tbody>
<tr>
<td>2006-07</td>
<td>62</td>
<td>72</td>
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<tr>
<td>2007-08</td>
<td>197</td>
<td>72</td>
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<td>2008-09</td>
<td>202</td>
<td>72</td>
</tr>
<tr>
<td>2009-10</td>
<td>219</td>
<td>95</td>
</tr>
<tr>
<td>2010-11</td>
<td>238</td>
<td>102</td>
</tr>
<tr>
<td>2011-12</td>
<td>255</td>
<td>108</td>
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<td>2012-13</td>
<td>304</td>
<td>120</td>
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<td>2013-14</td>
<td>337</td>
<td>137</td>
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<td>2014-15</td>
<td>391</td>
<td>148</td>
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<td>2015-16</td>
<td>443</td>
<td>172</td>
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<tr>
<td></td>
<td>509</td>
<td>172</td>
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KM has cut expenses

22% reduction in health insurance cost within 5 years

Salaries/Benefits

74% to 68% reduction of operating budget over 8 years

Eliminated

$27.5 million post-employment benefits
Facilities

The passage of the $49.6 million referendum in the April 2014 referendum is improving:
Over the next year - new commons at high school and new learning spaces at middle school
Safety

- Safety Committee
- Safety enhancements at buildings (controlled access entries, Raptor Visitor Management System)
- Partnerships with Law Enforcement
- Continual training with staff and students
- Communication to parents
Parent & Community Support

• School PTOs
• Kettle Moraine Education Foundation
• Kettle Moraine Scholarship Fund
• KM Parent Resource Network
• KM Athletic Booster Club
• KM Music Parents Association
• KM Drama Parents Association
• Parent Advisory Groups

Thank You!
Parent & Community Support

• Local Chambers of Commerce
• Local Civic Organizations
• Business Partners
• Law Enforcement Partners
CELEBRATIONS

Kettle Moraine School District

6 SCHOOL BUILDINGS // 5 - ELEMENTARY SCHOOLS
1 - MIDDLE SCHOOL
4 - HIGH SCHOOLS

Digital Promise
Accelerating Innovation in Education

KM Joins League of Innovative Schools

Education Week Magazine
Highlighted 3 of our schools as must-see places of learning

Getting Smart
Think. Learn. Innovate.

2014 Most Challenging High School

2015 America's Best High Schools

25 Districts Worth Visiting

KM Named 2015 Best Community for Music Education

3 Years in a Row!
KM is Future Ready

1. Culture of Digital Learning
2. Transition to High-speed Connectivity
3. Empower Educators through PD
4. Universal Access to Quality Devices
5. Quality Digital Content
6. Digital Tools
7. Mentor Others
Kettle Moraine students performed at the same level as students from Canada and Europe, including those from Germany and Finland.

KM Perform students performed as well as students from Singapore.
Kettle Moraine prepping students for global role

We’re preparing our students to do well in the global economy of the future.

Most of the time, my mind glazes over when I hear talk like that. It’s hard to sort out what’s talk, what’s well-intended but not so effective action, and what’s the real thing.

That said, I’d call the Kettle Moraine School District the real thing, for three reasons.

First, the 4,400-student district in western Waukesha County has a strong commitment to get the broadest perspective on how its students are doing. Talking about student performance, Superintendent Patricia Deklotz said, “Our results are generally high, but compared to whom?”

How about: Compared to the highest-performing education systems on the planet?

Kettle Moraine has been at the forefront of a still-small movement in Wisconsin and nationwide to compare student performance at a school level against the world. The way to do that is through use of the OECD Test for Schools, a version of the international test that underlies almost everything you’ve seen about how American kids are doing compared to kids in Finland, Singapore and so on.

For the past two years — and, very likely, again in the that global economy.

The OECD provides a detailed analysis of student academic performance. But, Deklotz said, at least as important are the results from questions seeking students’ perceptions about their learning environments in school and outside of school.

Deklotz said the results showed Kettle Moraine wasn’t doing quite as well as the staff thought they were when it came to such things as students understanding why they were learning some material and teacher-student relations. Efforts were started last year to improve in these important intangible matters.

In addition, Wisconsin schools that took part in the OECD testing in 2013-14 got together last fall to use their results to fuel discussion on how to improve. Leaders from several school districts that took part have told me it was a particularly useful conference.

Many educators (parents and kids, too) think there is too much testing now. Deklotz said if test results are put to good use, a test is worthwhile. She puts the OECD in that category.

Test fatigue is one reason enlisting districts for the global test has not been easy. Two years ago, 13 Wisconsin districts took part, with the Kern Family Foundation picking up the first-year costs (about $10,000 to $12,000 per school). But, without the financial support, Deklotz said it was hard to get the cooperation.

Charter schools, and desire to improve

But there are second and third reasons to take Kettle Moraine’s commitment seriously.

The second is the creation of four charter schools within the district, three at the high school level and one an elementary program.

Charter schools within a district are treated somewhat dismissively by some reform advocates because they often aren’t really that innovative or different. I visited the Kettle Moraine charters last spring and was impressed by the high quality and creative programming and the signs of student engagement.

The fact that the district is offering these programs is a signal of commitment to innovate and meet student needs.

The third reason is the intangible but good evidence of Kettle Moraine’s broader desire to do better, and its willingness to try things at all its schools in pursuit of that. Children in the area are generally from well-off homes and they start school with advantages. A school system can pick up on those advantages, do good work, and see a lot of kids reach graduation doing very well.

Or it can keep asking itself what it can do to reach higher, not only in special efforts like the high poverty schools, but in the regular schools as well.

It’s not easy, but every school district could be like Kettle Moraine. If it isn’t, it should be.
Student Achievement
Kettle Moraine School District

Celebrations

6 School Buildings // 5 - Elementary Schools
1 - Middle School
4 - High Schools

The Washington Post
2014 Most Challenging High School

Digital Promise
Accelerating Innovation in Education

KM Joins League of Innovative Schools

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Getting Smart
Think. Learn. Innovate.

25 Districts Worth Visiting

KM Named 2015 Best Community for Music Education

3 Years in a Row!
Building a foundation..
Personalizing plans through understanding growth...
Where am I now? Where am I going?
ACT Participation

5 Yr - Trend - Participation

- District 313, 317, 303, 325, 303
- KMHS 338, 313, 295, 313, 265
- Global 5, 11
- Perform 5, 30, 19

- Learning Without Boundaries -
ACT Achievement

5 Yr - Trend - Mean Composite
(District Mean Composite in Parenthesis)

<table>
<thead>
<tr>
<th>Year</th>
<th>District</th>
<th>KMHS</th>
<th>Global</th>
<th>Perform</th>
</tr>
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<tbody>
<tr>
<td>2011</td>
<td>23.8</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2012</td>
<td>24.1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2013</td>
<td>23.8</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2014</td>
<td>23.2</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2015</td>
<td>23.9</td>
<td></td>
<td></td>
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</table>
Post-secondary experience @ KM

Advanced Manufacturing Certificate

Advanced Placement Courses - AP

WCTC- transcripted credit

Dual Credit with UW Schools

Dual Credit with other colleges and universities
Globally prepared

Reading PISA Scores

Country / School

Average PISA Scale Score

0
100
200
300
400
500
600

KM Perform
Japan
Korea
Finland
Canada
Ireland
Poland
Estonia
KMIS 2015
Australia
New Zealand
Netherlands
Belgium
Switzerland
Germany
France
Norway
United Kingdom
United States
OECD average
Czech Republic
Australia
Italy
Hungary
Luxembourg
Portugal
Spain
Israel
KMIS 2015
Iceland
Sweden
Slovenia
Greece
Turkey
Swat Republic
Chile
Mexico
Goals with Achievement Data

Multiple data points

“Just-in-time”

Owned by the learner to partner with teachers
Staff Engagement
Legislative Changes - A New Landscape

- Act 10: Moving from a seniority-based compensation model to a professional growth model choice in how compensation can be structured
  - Micro-credential
  - Career pathways
- Educator Effectiveness: Framework for conversations about teaching and learning with a growth mindset
  - Leadership model that allows for continuous feedback and growth
  - Effectiveness coaches with training and development to be peer coaches/non-evaluative
Collaboration & Professional Development

- Building time into the week, day, and term to allow for collaboration and professional development
- Teacher led and initiated
  - Responsive to changing student or staff needs
  - Data reviewed as a team in order to adjust instruction
  - More staff able to engage (e.g., LMS, school psych, SwD)
- Structure for Professional Development
  - District calendar (community and teacher benefit to fewer half days)
  - Job-embedded professional development-LMS
  - Unconference format
Distributed Leadership & Career Pathways

- Career advancement for strong teacher-leaders
  - **Lead Educators** have coaching responsibilities and additional days in contract while remaining fully active in classroom instruction
  - **Directors of Learning** have coaching responsibilities and additional days in contract while maintaining some classroom instruction responsibilities
  - **Site Leadership Teams** are teacher-driven, allowing the teachers to have a larger voice in designing professional development to support student learning
Program Innovations

Examples that began with educators’ innovative ideas and a desire to grow and the belief on the part of the district to support and encourage innovative ideas to benefit students:

- Charter Schools
- 40 new course offerings
- Project Lead the Way
- Global Education Achievement Certificate
- Group micro-credential
- Innovative developments
- Team teaching
- Makerspace
- Unconference
Career Readiness
What does it mean to be Career Ready?
What do employers want?

- Brainstorm a list of some of the top skills/habits/dispositions that employers are seeking in potential employees.
Top 10 Employability Skills

1. Showing up for work on time, every day, ready to work
2. Communication skills – written, verbal, listening
3. Problem solving – root cause analysis
4. Self-motivated
5. Personal accountability
6. Positive attitude
7. Life-long learner
8. Willingness to do/try new things
9. Need for continuous improvement
10. Team player/ Ability to work in teams/collaborate
Citizenship & Personal Development

- Readiness habits
- Advisory
- Academic & Career Planning
Readiness Habits

• Persisting
• Managing Impulsivity
• Listening with Understanding
• Empathy
• Thinking Flexibly
• Thinking about Thinking
• Striving for Accuracy
• Questioning and Posing Problems
• Applying Past Knowledge to New Situations

• Thinking and Communicating with Clarity and Precision
• Gathering Data through All Senses
• Creating, Imagining, Innovating
• Responding with Wonderment and Awe
• Taking Responsible Risks
• Finding Humor
• Thinking Interdependently
• Remaining Open to Continuous Learning
KMMS and KMHS Advisory

Topics:
- Academic and Career Planning
- Digital Citizenship
- Alcohol and Other Drug Prevention
- Habits of Mind - Readiness Habits
- Bully Prevention
Academic & Career Planning

Key Elements and Principles

- Student self-awareness
- Student’s vision of her/his future
- Academic, career, and personal/social goals
- Personal financial literacy
- Understanding of labor market information
Personalized Learning Stories
Strategic Visioning Community Forum

October 24, 2015