



**PSD Strategic Plan: 6 Strategy Areas  
Three Year Plan: 2024-2027**

**Description:** The Pewaukee School District 2024-27 Strategic Plan has been designed to support continuous improvement and innovation as we pursue our ongoing mission to *open the door to each child’s future*. The plan focuses all six core work systems on district priorities of ensuring we graduate students who are *future ready* and the long-term *sustainability* of district operations.

PSD Strategic Plan Priorities & Commitment Statements	
<b>Teaching &amp; Learning</b>	<b>Future Ready:</b> We commit to engaging each student in innovative, authentic, and highly relevant learning experiences that provide the knowledge, skills, and social-emotional readiness required for our graduates to succeed and thrive in their future lives.
<b>Operations</b>	<b>Sustainability:</b> We commit to continuously engaging in disciplined, innovative, and proactive planning to ensure the Pewaukee School District provides high-quality facilities, resources, and services for students,



staff, and our community. (Key components - Finance, Safety, Facilities, Programs, Curriculum, Workforce & Services)

*Summary Document  
Goals & Measures  
2024-25 (Year 1 of 3)*

**Teaching & Learning**

**Overarching Goal/Vision:**

Pewaukee School District will provide a rigorous and relevant curriculum delivered by high-quality educators who use innovative, research-based strategies to prepare students with the skills necessary to contribute and create value in our ever-changing, diverse world now and in the future.

**Future Ready**

Three-Year Strategic Goal:

- By June of 2027, through the implementation of the PSD Personalized Learning Guidelines and PSD Graduate Profile, PSD students will meet the following literacy achievement measures:
  - Increase the % of students in grades 4K-2 that meet proficiency expectations as measured by AimswebPlus from XX% to XX%.
    - The measure for this goal will be established in the Spring of 2025 when students in grades K-3 are first assessed with AimswebPlus as required by Act 20.
  - Increase the % of students in grades 3-8 that score in the meeting or advanced levels. as measured by the Wisconsin Forward Reading assessment, from 73.4% to 75%.

Measure(s):

- AimswebPlus reading assessment (Grades 4K-2)
- Wisconsin Forward Assessment (Grades 3-8)
- ACT suite assessment (Grades 9-11)
- Literacy based goals for PLE,HRZ,ACMS, and PHS



<ul style="list-style-type: none"> <li>○ Increase the % of students in grades 9-11 who will meet the ACT college and career readiness benchmark in reading, as measured by the ACT suite assessments, from 55% to 58%</li> </ul>	
<p>Year One Tactical Plan Objective(s):</p> <ol style="list-style-type: none"> <li>1. Administer the AimswebPlus assessment for the first time to students in grades K-3 in Spring 2025 as mandated by Act 20, collecting baseline proficiency data.</li> <li>2. Pilot curricular resources that focus on the Science of Reading as required by ACT 20.</li> <li>3. Identify a curricular resource that best meets student needs and is in alignment with ACT 20.</li> <li>4. Grow in our effectiveness by utilizing strategies that focus on Disciplinary Literacy and Standardized Assessment Style Reading.</li> </ol>	
<p>Key Actions:</p> <ul style="list-style-type: none"> <li>● Establish reading-based goals for each PSD school.</li> <li>● Analyze assessment data specific to reading by building</li> <li>● Schedule and conduct professional development sessions focused on personalized learning strategies, differentiated instruction, and effective reading practices.</li> <li>● Conduct training and implementation of ACT 20 required components</li> </ul>	
<p><b><i>Sustainability</i></b></p> <p>Three-Year Strategic Goal:</p> <ul style="list-style-type: none"> <li>● By 2027, 90% of PSD teachers will increase their understanding and application of designing learning opportunities that anticipate learner variability, so that they can effectively design curricular goals, assessments, methods, and materials to meet the needs of all students.</li> </ul>	<p>Measure(s):</p> <ul style="list-style-type: none"> <li>● 100% Teacher participation in the PSD summer academy.</li> <li>● UDL Self-Assessment</li> </ul>
<p>Year One Tactical Plan Objective(s):</p>	



<ol style="list-style-type: none"> <li>1. PSD Staff will have a clear understanding of the Universal Design for Learning Framework</li> <li>2. PSD Teaching staff will grow in their ability to design learning activities that include multiple means of engagement.</li> <li>3. PSD Teaching staff will grow in their ability to design learning activities that include multiple means of representation.</li> <li>4. PSD Teaching staff will grow in their ability to design learning activities that include multiple means of action and expression.</li> </ol>	
<p>Key Actions:</p> <ul style="list-style-type: none"> <li>● Develop a learner variability self-assessment to be implemented in the fall of 2024</li> <li>● Design a professional development series focused on differentiated instruction, Universal Design for Learning (UDL), and inclusive teaching practices to be utilized during building-based time during PD days.</li> <li>● Building Principals identify and set building-based goals and action plans focused on closing achievement gaps for a sub-group of students.</li> <li>● Participation in the DPI inclusionary grant.</li> </ul>	
<p><b><i>Student Services</i></b></p>	
<p><b>Overarching Goal/Vision:</b></p>	<p>Pewaukee School District will strive to develop the whole child by providing high quality programming and resources to support the well-being of all children to ensure that each student is healthy, safe, engaged, supported, and challenged.</p>



***Future Ready***

By June of 2027, through the implementation of the Special Education Instructional Data Teams, PSD students will meet the following measures:

- **XX%** of students with an IEP in grades 4K-2 will meet growth expectations as measured by as measured by AimswebPlus reading
  - The measure for this goal will be established in January of 2025 when students in grades K-3 are first assessed with AimswebPlus as required by Act 20.
- 70.0% of students with an IEP in grades 1-2 will meet growth expectations as measured by STAR Math.
- 55.0% of students with an IEP in grades 3-11 will meet their growth as measured by their English Language Arts State Assessment.
- 44.0% of students with an IEP in grades 3-11 will meet their growth as measured by their Math State Assessment.
- 44% of students grades (3-11) with an IEPs will meet their growth on the math assessment as measured by Wisconsin Dynamic Learning MAPS (DLM)

Measure(s):

- AimswebPlus reading assessment (Grades 4K-2)
- Wisconsin Forward ELA Assessment (Grades 3-8)
- STAR Assessment
- Dynamic Learning Maps
- ACT Suite

Key Actions:

- Staff will understand learner variability in identifying appropriate progress-monitoring assessments.
- Special Education Instructional Dashboards will be created
- Special Educational Instructional Data Team Members will be identified
- Assessment Training on identified needs
- Monitor the impact of Sonday on Student Growth
- Monitor the Impact of Let's Go Learn



- The Special Educational Instructional Team meets to reflect on data updates.

***Sustainability***

Three-Year Strategic Goal(s): By 2027, 90% of PSD teachers will increase their understanding and application of designing learning opportunities that anticipate learner variability, so that they can effectively increase engagement with students and parents to meet the needs of all students.

Year One Tactical Plan Objective(s):

- 100% of teachers who support students with IEPs will better understand disability-related needs, goals, and accommodations.

Measure(s):

- 100% of teachers with students with IEPs or Section 504 plans will review IEPs At a Glance or the Section 504 plan and verify completion.
- 90% of teachers with students with IEPs or Section 504 plans will participate in one IEP meeting or Section 504 meeting
- 100% of teachers will participate in Professional Development on learner variability
- 80% of students will indicate positive connections with staff.

Key Actions:

- IEP teacher acknowledgement
- Section 504 plan teacher acknowledgement report
- Teachers participate in IEP meetings
- 100% Teacher participation PSD PD Learner Variability sessions
- PLE Connect Survey
- Horizon Care Survey
- Character Strong Survey
- Student Climate Survey

***Technology***



<p><b>Overarching Goal/Vision:</b></p>	<p>Pewaukee School District will provide classroom environments where students engage in collaborative, inquiry-based learning facilitated by educators who can use technology to transform knowledge and skills into solutions, new information, and products.</p>	
<p><b><i>Future Ready</i></b>          Three-Year Strategic Goal:  <u>Goal 1: Enhance Staff Productivity and Creativity</u>          By the end of the 2026-2027 school year, 100% of all staff will effectively utilize AI technology and information to enhance the productivity and creativity of their professional work, demonstrated through artifacts and survey results.</p> <p><u>Goal 2: Promote Digital Citizenship</u>          By the end of the 2026-2027 school year, 100% of staff participating in the Emerging Technologies professional development pathway will model and support students in responsible and ethical use of technology, including AI, as part of their digital citizenship lessons measured by data and artifacts.</p>	<p>Measure(s):</p> <ul style="list-style-type: none"> <li>● AI Staff Survey</li> <li>● AI Use Data from Brisk Teaching</li> <li>● PD Pathway Artifacts</li> <li>● Neptune Navigate (digital citizenship curriculum) data usage reports</li> </ul>	
<p>Year TWO Tactical Plan Objective(s): In year two of this goal, continuation of the use of AI &amp; Emerging Technologies to assist and support instructional practice and demonstrate use for students will focus on ELA classrooms and the Emerging Technology PD pathway group while expanding the knowledge base of students through Digital Citizenship lessons targeting ethical use of emerging technology including AI.</p>		



**Key Actions:**

- Identify and deploy resource(s) to support staff efficiency & effectiveness through the use of AI/emerging technology.
- Targeted lessons on AI within ELA classrooms
- Deploy Emerging Technologies professional development pathway year two with emphasis on Digital Citizenship lesson.
- Monitor staff growth through Staff AI/Emerging Technology survey
- Support learning of all stakeholders regarding AI and emerging technology through newsletters, webinars, resources, and additional communications

***Sustainability:***

**Three-Year Strategic Goal:**

- By June 2027, technology use in classrooms will reflect the use of Triple E Framework guidelines to engage, enhance, and extend learning through technology to advance academic goals, as measured by the Triple E Framework data collection tools and survey data.

**Measure(s):**

- Survey Data
- Coaching Tool Notes
- Walk Through Data

**Year One Tactical Plan Objective(s):** Year one will deploy Triple E framework coaching and instructional design professional development while gathering data through surveys, walk-through experiences, and teacher surveys.

**Key Actions:**

- Triple E Framework coaching and instructional design
- Screen time and isolated use evaluations
- Triple E Professional Development
- Teacher Self-Evaluations
- Webinar series
- Family resources (technology use contracts, screen-time monitors)



**Communications & Community Engagement**

**Overarching Goal/Vision:**

Pewaukee School District will provide meaningful partnerships with the community through communication and engagement efforts to support education and citizenship through businesses and organizations in the community.

**Future Ready:**

Three-Year Strategic Goal: By 2027, Pewaukee High School and Asa Clark Middle School will migrate their Athletic and Activities webpage from the program “R Schools” to our in-house website. This will support, promote, and increase communication efforts for over 50 district programs, allowing for and promoting student, parent, and community involvement in our district offerings.

**Year One Tactical Plan Objective(s):**

Year One will focus on a research analysis of “R Schools” and other top programs that present information on Athletics and Activities used by other districts. With this information, key features and layouts will be prototyped to discover potential solutions for calendar systems, registration, rosters, and more.

**Measure(s):**

- District Website Qualtrics Survey - 15% of visitors access our district website for the Athletics and Activities page/info
- Current Cost for “Our Schools” (Yearly- as of last year’s expenses)
  - \$650 - Facility Scheduling
  - \$2,100 - Contracts/Scheduling (KEEP)
  - \$595 - Registration
- 34 Activities at PHS
- 26 Sports at PHS (Teams not included)
- Wix Analytics
- Community Surveys
- Feedback Forms

**Key Actions:**

- Identify SWOT of current Athletics/Activities pages with Jeff Behrens and coaches from Asa Clark Middle School and Pewaukee High School.
- Research successful websites that have strong communication features that promote their athletics/activities
- Research current “Elfsight” widgets that could assist in the creation of these web pages
- Decide if “Our Schools” is the best option and/or find ways to support/update what we already have.
- Brainstorm and begin to implement ways to allow for accessible updates for the Athletic Department and their coaches.



<p><b><i>Sustainability</i></b>  Three-Year Strategic Goal: With the “Phase One” launch of the new district website in 2024, the department will monitor and adjust to feedback from our district stakeholders. Appropriate adjustments, additions, and expansions, including mobile-friendly navigation, will usher in “Phase Two” of our in-house website development.</p>	<p>Measure(s):</p> <ul style="list-style-type: none"> <li>● Feedback Forms</li> <li>● Wix analytics</li> <li>● Page additions/updates</li> </ul>
<p>Year One Tactical Plan Objective(s):  Year One will focus on transitioning from the “old website” to the “new,” continuously adjusting and gaining feedback on the changes presented. The migration of department pages will be finished by August 2025.</p>	
<p>Key Actions:</p> <ul style="list-style-type: none"> <li>● Gain feedback from a survey that is continuously accessible to those visiting the website.</li> <li>● Making appropriate adjustments/pivots according to stakeholder feedback</li> <li>● Additions of Department pages to transition from the “old website” to the “new.”</li> </ul>	
<p><b><i>Workforce Engagement &amp; Development</i></b></p>	
<p><b>Overarching Goal/Vision:</b></p>	<p>Pewaukee School District will utilize best practices to hire, retain, engage, and develop a skilled and talented workforce that will enable the District to achieve its mission.</p>
<p><b><i>Future Ready</i></b>  Three-Year Strategic Goal:  By June of 2027, the Pewaukee School District will increase its overall number of applicants and the number of staff from racially diverse backgrounds to meet or exceed the percentage of students from racially diverse backgrounds.   Continuing efforts from the last goal cycle, the overall percentage of staff</p>	<p>Measure(s):</p> <ul style="list-style-type: none"> <li>● The overall number of applicants  2021-22 Vacancies = 15 Applicants = 377  2022-23 Vacancies = 12 Applicants = 673  2023-24 Vacancies = 15 Applicants = 793</li> <li>● Percentage of PSD staff from diverse backgrounds (Baseline: employs 400 staff members &lt; 7 % are staff from diverse ethnic</li> </ul>



<p>from racially diverse backgrounds increased from 4.2% (2021) to 6.7% (2024). The 24-27 goal cycle aims to continue this growth to 10% in 2027. The student population from racially diverse backgrounds has steadied at 20%.</p>	<p>backgrounds).</p> <ul style="list-style-type: none"> <li>● From 21-24 Goal Cycle, the overall percentage of staff increased from 4.2% to 6.7% (17 to 27 staff)</li> <li>● Number of applicants and individuals interviewed from racially diverse backgrounds.</li> <li>● Number of partnerships/relationships for candidate recruitment with institutions of higher learning.</li> <li>● Experienced losing only 5 staff from diverse backgrounds through employee attrition</li> <li>● Welcomed more Student Teachers</li> <li>● 21-22 = 5; 22-23= 11; 23-24=13 (fall placements coming) UW-O email</li> <li>● Utilized additional job posting platforms (ZipRecruiter, Indeed, LinkedIn, and Academic Network, and WECAN)</li> </ul>
<p><b>Year One Tactical Plan Objective(s):</b></p> <p>The Year One plan focuses on increasing outreach opportunities and continuous improvement efforts to engage with more candidates overall, especially those from diverse ethnic backgrounds.</p> <p>Data from the 2023-24 hiring indicated an increase to 21 total interviews from 14 in the 2022-23 school year, indicating incremental growth. The 21-24 goal cycle included strategic efforts utilizing the numerous job posting portals to connect with more candidates. In the last goal cycle, the overall percentage of staff from racially diverse backgrounds increased from 4.2% (2021) to 6.7% (2024). The 24-27 goal cycle aims to continue this growth to 10% in 2027.</p>	
<p><b>Key Actions:</b></p> <ul style="list-style-type: none"> <li>● Continue to establish strong partnerships with state colleges in support of hiring qualified teaching candidates.</li> <li>● Increase messaging &amp; attendance in job/recruitment fairs in search of qualified candidates.</li> <li>● Continue to leverage high-engagement job posting platforms to connect with candidates.</li> <li>● Increase the overall number of candidates interviewed, including those from racially diverse backgrounds.</li> <li>● Continue supportive efforts to retain high-quality staff in all work groups.</li> </ul>	
<p><b><i>Sustainability</i></b>  <b>Three-Year Strategic Goal:</b></p> <p>By June of 2027, the Pewaukee School District will increase the frequency</p>	<p><b>Measure(s):</b>  The Employee Engagement Survey deployed key satisfaction feedback data directly from staff each fall. The data below is the 2023-24 data that serves</p>



<p>and quality of communication to staff regarding benefits and compensation to improve understanding and utilization to improve employee wellness, engagement, and retention.</p>	<p>as baseline data from which to build positive trends into this next Strategic Plan Cycle.</p>
<p>Year One Tactical Plan Objective(s):</p> <p>The Year One Tactical Plan focuses on implementing and consistently delivering communication strategies to disseminate better information related to benefits, compensation, and wellness, allowing staff to have greater utilization and engagement.</p> <p>In the 24-25 school year, information will be delivered directly to staff through on-site meetings and informational sessions in the fall, winter, and spring of the 23-24 school year. There will be specific times with each building’s staff dedicated to providing detail and clarity of wellness, compensation, and benefit initiative information.</p>	<ul style="list-style-type: none"> <li>● Overall Benefit Understanding increased (from 62% to 73%)</li> <li>● Benefit Satisfaction increased (from 78% to over 85%)</li> <li>● Level of Very Satisfied increased 2021 (16.6%) 2022 (26.8%) 2023 (35.8%)</li> <li>● Wellness Participation and Completion remained at 99%</li> <li>● Deliver Monthly Wellness Connection informational communication highlighting key details for staff.</li> <li>● Implement and utilize the Employee Navigator Benefits Platform for staff to manage and access all benefit information</li> </ul>
<p>Key Actions:</p> <ul style="list-style-type: none"> <li>● Provide information from Pewaukee benefit carriers regarding overall Benefits, Compensation, and Wellness options.</li> <li>● Analyze staff survey data and target communication opportunities and wellness topics.</li> <li>● Increase the number of communications and learning activities</li> <li>● Organize targeted topics and provide learning sessions and information that clarify staff options</li> </ul>	
<p><b><i>Facilities &amp; Operations</i></b></p>	
<p><b>Overarching Goal/Vision:</b></p>	<p>Pewaukee School District will provide safe, healthy, and efficiently operated schools to ensure the success of all students and accountability for all stakeholders.</p>
<p><b><i>Future Ready</i></b></p>	<p>Measure(s):</p>



<p>Three-Year Strategic Goal: By June 2027, Pewaukee School District will implement the Facility Master Planning process by completing the projects identified in the successful April 2, 2024 referendum. The projects will be completed on time and within the established budget.</p>	<ul style="list-style-type: none"> <li>● Quarterly progress reporting to the Board of Education</li> <li>● Review of the project draw summary by the Business Affairs Committee</li> <li>● Project benchmarking timeline through Construction Bulletin Progress Reports</li> <li>● Project progress reports are posted to the website at monthly intervals.</li> </ul>
<p>Year One Tactical Plan Objective(s): The first year focuses on progressing through the design phases and beginning the first construction elements for the facility improvements.</p>	
<p>Key Actions:</p> <ul style="list-style-type: none"> <li>● Completion of Schematic Design by July 31, 2024</li> <li>● Initiation of Phase I - Site Work and infrastructure improvements in Fall 2024</li> <li>● Completion of Design Development by November 2024</li> <li>● Completion of Construction Documents and bidding by February 2025</li> <li>● Development of schedule and bidding of Owner Construction Projects for Summer 25 completion</li> <li>● Complete contracts and present GMP Contract Amendment to BOE in March 2025</li> </ul>	
<p><b><i>Sustainability</i></b>  Three-Year Strategic Goal: By June 2027, the Pewaukee School District will build sustainability measures into the Operating Budget development process to ensure the allocation of scarce resources is completed in the most effective manner. This is accomplished by thoroughly reviewing all aspects of the operations for potential efficiencies.</p>	<p>Measure(s):</p> <ul style="list-style-type: none"> <li>● Annual MbH for facilities as measured by cost per square foot and peak demand costs.</li> <li>● Improved building environment through design and installation of new operating systems measured with customer satisfaction assessment.</li> <li>● The operating budget is monitored continuously through the Business Affairs</li> </ul>
<p>Year One Tactical Plan Objective(s): The first year will focus on energy</p>	



management and executing the Facility Master Plan. This includes strategic investment in building operating systems to reduce the cost of operating long term.

Additional focus on operational efficiency as we refine the budget development process to include programmatic analysis to ensure resource allocation aligns with the strategic plan during declining funding.

Committee.

- Annual Budget performance report
- Efficiencies identified through the presentation of the Annual Operating Budget.
- Analysis of programmatic impact used to allocate resources.

Key Actions:

- Replace HVAC equipment and controls to enhance performance and monitor peak demand information and usage.
- Design of new facilities to improve the efficiency of cleaning and maintenance.
- Improved energy efficiency through the design and engineering of building envelope systems.
- Develop the annual operating budget in alignment with the district's strategic goals.

