

- Proactively advocate for and encourage the MMSD BOE and Administration to move in the directions outlined in this document.
- Independent of the MMSD BOE, review the NSBA Keyworks Guidebook and our augmentations listed here and implement.
- Use Open Records or voluntary agreements with the Administration to gain access to and replicate the necessary information in their possession to perform the analyses described.
- Use document as source of ideas for forums (seminars) as previously considered at School Info Systems meetings.
- Support and implement continuous improvement
  - Customer focus equals student focus, parent focus, and others
  - Focus on improving how BOE does business
  - Make decisions based on data
  - Require all programs and services have built-in data requirements to allow for evaluation and accountability
- Create Inviting climate for Students, Parents and Community
  - Ensure students, parents, the community participate in dialog on school and student achievements
  - Ensure that students, parents and community are assured more than ability to comment on proposed decisions, but have a seat at the table in proposing, discussing, deciding, and implementing decisions.

- Foster a culture supporting the belief that all students can learn at a higher level.
- Serve as advocate of higher student achievement with community and at State and Federal levels.
- Build public support for higher-level student achievement through formal and informal communication and through openness.
- Ensure that superintendent, staff and teachers create inviting climate.
- Explicitly, formally and transparently set priorities
  - Core academic programs
  - Non-core student academic programs
  - Student Services
  - Administrative services
  - School property, plant, and equipment
  - Align budget, programs, work of committees with these priorities

**This committee focuses on retention and hiring of staff and staff equity issues.**

- Evaluate the superintendent
- Investigate the high rate of workers' comp claims among MMSD employees.
- Use Accountability measures (from Performance and Achievement) to evaluate teachers, staff, superintendent
  - Ensure consequences based on accountability measures (both positive and negative).
- Responsible for ensuring positive climate for staff and administration
  - Ensure Board and public have the honest input from line-staff
- Responsible for ensuring staff and administration create inviting climate for students, parents, community.
  - Oversee and evaluate staff based on this criterion.
- Investigate solutions to health care costs

**This committee focuses on the teaching and learning systems, student equity, student achievement and school safety.**

- Determine recommendations on curricula that will close the achievement gap
- Review and improve student achievement standards.
  - State and Fed
  - American college standards
  - International standards of top countries (PISA studies)
  - Set standards such that every child will get at least 1-year of education every year, based on the child's current level.
  - Include significant public contribution to setting standards
  - Publish new standards as single document for public access.
  - Ensure teachers have skills and resources to meet the standards.
  - Evaluate programs to ensure effectiveness in meeting the standards.
- Review and ensure Assessments of student achievement.
  - Align assessment to standards
  - Do not align assessments to curriculum.
  - Ensure assessments are frequent and diagnostic
  - Ensure assessments are readily available to students and parents (to ensure diagnosis can quickly lead to remedies, teacher, parent, student involvement).
  - Ensure assessments feed back into curriculum decisions.
  - Ensure assessment data provides information on the individual student.

- Involve significant contingent of public in setting and monitoring assessments process, alignments, etc.
- Perform longitudinal analysis by individual student using current data.
- Ensure assessments can allow year-to-year comparisons, disaggregated
- Establish and enforce accountability based on student results
  - Board, staff, superintendent, teachers, parents, students are all accountable
  - Use assessment data
  - Data driven
  - Use to evaluate curriculum effectiveness
  - Ensure disaggregated by demographics
  - Ensure disaggregated by classroom, teacher, curriculum, school, etc
  - Accountability determined both by proficiency on standards, and also individual student's growth.
  - Use student growth to evaluate teachers, staff, principals, curriculum.
    - Make curriculum decisions based on student growth.
    - Students must be making at least one year of academic growth per year.
  - Consequences for staff for inadequate growth
- Measure and improve climate in the schools and classroom for students.
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**This committee focuses on government issues including local, state and federal issues effecting education.**

- Monitor WERC decisions regarding Union contract interpretations
- Monitor and ensure District takes advantage of grants offered by Federal, State and local entities
- Oversee work of Legal staff contract interpretation, guide said staff.
- Ensure staff report to this committee regarding law, legal interpretations.
- Encourage legislation that would force school districts to create budgets by program and service instead of line item.
- Monitor Administration interpretations of Board policy; ensure interpretations are within intent of Board's policies.
- Take the lead in bringing political leaders to the table to discuss school issues, as described in more detail under Partnership Committee.
- Collaborate with Partnership and other committees to lobby for legislative changes as these committees indicate. Be a legislative/policy resource to the other committees.
- Take lead on policy and procedures regarding enforcement agencies in public schools.
- Take lead in solutions for health care costs in collaboration with HR committee.
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## **This committee focuses on community partnerships, and Madison School Community Recreation.**

- Review creation of partnerships on strings and equity.
- Implement community-wide collaboration
- Substantive involvement of parents
  - More than cookie sales (more than PTOs)
  - Prepare instructional materials
  - Participate in setting performance goals
  - Tutoring
  - Set high expectations for their kids
- Substantive involvement of students
  - Get student's input on what they appreciate or not appreciate in schools
    - Teachers, curriculum, scheduling
    - Encourage more active participation in their own education
- Substantive involvement of teachers and school administrators
  - Get input on how to increase student achievement
  - Get input on accountability
  - Get input on resources needed
- Substantive involvement of community (business leaders, experts, parents as community members)
  - Participate in vision, assessment, accountability
  - Serve on Board committees
  - Review of operations in their area of expertise
  - Board must be prepared to listen and act on advice
- Political leaders

- Keep informed and involved.
- Ensure accountability to maintain local control – prevents preemption by political leaders
- Include local and State leaders.
- Encourage leaders to contribute to the success of the schools and legislate accordingly.
- Measure and improve climate as to parents, public.



**This committee focuses on demographic issues, long range facility planning, strategic planning and referendum issues.**

- Real long-range plan for the West side and a plan to maintain central city schools
- Charter school for Allied Drive area.
- Monitor and analyze property maintenance issues, goals, priorities.
- Investigate multi-use of schools, in collaboration with partnership committee.
- Investigate use of charter schools
- Investigate migration to small schools
  - Physically autonomous
  - Or, logically autonomous, sharing building
  - Coordinate with School-based budgeting ideas
- Review, investigate and improve methods of estimating demographics within school district
- Investigate methods to encourage population shifts to declining enrollment school areas.

**This committee focuses on financial management, building maintenance and operations, land purchase and District administrative operations.**

- A new budget process to produce something like what the Milwaukee schools post on its site
- Alignment
  - Budget with Priorities
  - Align with Curriculum
    - Ensure ability of student's to accelerate
    - Ensure ability to accommodate special needs.
    - Ensure rigor to allow IB, AP push.
    - Require and demand that curriculum is a tool to student achievement, not its master.
  - Align with staff development
    - Ensure staff development aligns with increasing student achievement.
    - Staff development must align with district priorities.
  - Ensure all are clear as to goals and priorities, else alignment will fail.
    - Limit set of priorities
    - Limit set to goals
  - Align facilities with priorities
  - Align organizational structure with priorities.
  - Align monitoring with priorities
  - Align textbooks, educational resources with priorities.
- Setup accounting and budgeting by programs and services provided.

- Investigate school-based budgeting (site-based budgeting)