



# The **Business** of Education 22

*Revitalization towards Best-in-Class Performance*

School District of Beloit

**KCMG International LLC**

By: Kathleen Cooke PhD.,

Michael Gallagher



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## **SDB Revitalization Task Force**

- ☐ Welcome – Dr. Stanley Munro
- ☐ Introductions



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## Meeting 'Take-Aways'

- Understand SDB achievement status.
- Understand District 2019-20 **achievement emphasis.**
- Understand 'why' the Task Force has been formed.
- Understand the Task Force purpose and charge.
- Commit to Ground Rules for good faith planning.
- Identify implications of current grade level configuration for achievement.



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## 2019-20 Achievement Emphasis

- High quality classroom instructional practices.
- School grade level reconfiguration, including Magnet school.
- Strategic Plan development.



### **New VISION Statement:**

*“Preparing and inspiring every student to succeed in life, and contribute to an ever-changing world.” [SDB School Bd., Aug. 2019]*

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## Revitalization Task Force Purpose

To engage the Beloit school community stakeholders in the development of recommendations for consideration by the School Board...

- ❑ To ***increase student achievement*** throughout the School District of Beloit through:
  1. Instructional overhaul w/accountability; and
  2. School grade level reconfiguration; and
  3. Creation of a Magnet school; and
  4. Development of a Strategic Plan for 2020-25.



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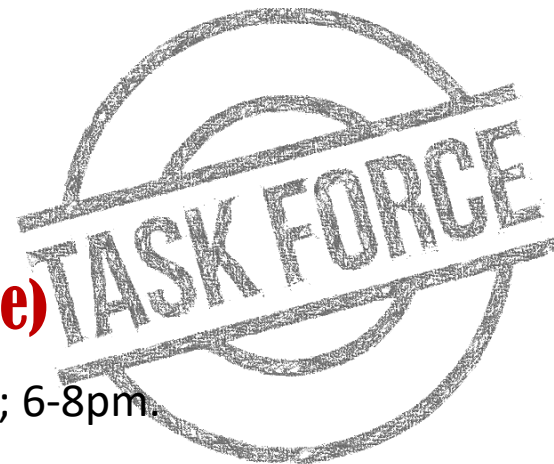


## **Revitalization Task Force Charge**

- Review Beloit achievement data.
- Identify achievement challenges associated with current grade level configuration.
- Review grade level reconfiguration options including establishment of a Magnet school to attract and retain students.
- Identify challenges and opportunities of reconfiguration plan.
- Recommend for School Bd. consideration, an alternate grade level configuration including establishment of a magnet school, for fall 2020 implementation.
- Identify factors that will promote successful implementation of a new grade level configuration and Magnet school for fall 2020.
- Conduct SWOT/PEST Analysis.
- Review and develop recommendations for School Bd. consideration regarding District Mission, Vision, and Beliefs.
- Identify strategies to promote achievement, excellence and equity.
- Recommend for School Bd. consideration, a new Strategic Plan for 2020-25.

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## **Revitalization Task Force Meeting Dates (Tentative)**



**October 23, 2019** Initial Meeting of Revitalization Task Force; 6-8pm.

**November 20, 2019** Task Force Meeting II; 6-8pm.

**December 11, 2019** Task Force Meeting III; 6-8pm.

**January 8, 2019** Task Force Meeting IV; 6-8pm.

**January 14, 2020** Presentation of Task Force Recommendation regarding Grade Level Reconfiguration to School Bd.

**January 28, 2020** School Bd. Action on Grade Level Reconfiguration Recommendation.

**February 19, 2020** Strategic Planning Session I; 5:30-8pm.

**March 18, 2020** Strategic Planning Session II; 5:30-8pm.

**April 14, 2020** Presentation of Draft Strategic Plan to School Bd.

**April 28, 2020** Approval of Strategic Plan by School Bd.

[Note: **April-August 2020** Administration and staff will develop Tactical Action plans for each strategic area for fall 2020 implementation.]

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## Ground Rules for Good Faith Planning

1. Focus on what's in the best interest of children.
2. Contribute through respectful interactions.
3. Conduct open and honest conversations.
4. Assume good faith on part of others.
5. Listen carefully without interrupting.
6. There is no 'rank' among participants.
7. Concentrate on ideas and concepts, not people.





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## Conduct Achievement Analysis

1. Context for our work: Best-in-Class, accountability and focus.
2. Review District achievement trend data. [How well is SDB doing compared to State, National and benchmark districts?]
3. Develop summary statements to be shared and posted.



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## Product of Choice...

☑ Basis of Design

☑ Alternates

☑ Product Selected



**Best-in-Class defined:** The highest current performance level in an industry, used as a standard or benchmark to be equaled or exceeded. See also 'best practice'.

- Premise: Money will follow the children... each family will get \$8K per child voucher, to be used on any educational product of their choice.

- **Q 1: Would family select SDB product over other products?**

- Q 2: If they wouldn't, what will SDB do today **right now** to change that outcome?

TOP  
WORK  
PLACES  
2017

journal sentinel

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Best-  
in-  
Class

**Q: What is *Best-in-Class*?**

**A: Business exemplifies EXCELLENCE** and is emulated for many things. Among them...

- Recognized to have **best product** [EXCELLENCE, achievement metrics, number of disadvantaged children that have choice/resume, to attend 4-year college, etc.];
- Possesses **financial stability**, as good stewards of 'other people's money', and acuity to drive success;
- Business uses true **SYSTEMATIC**, horizontally integrated approach in its interdivisional and subgroup interactions, accountability and measures;
- **Accountability and transparency** are cornerstones of the organization;
- Has a **culture** that embraces **brand uniqueness** and diversity of thought;
- Strives to hire and retain the **best talent**;
- Knows how the future [**embraces 2030 thinking**] may impact the business and makes course corrections NOW to impact where it needs to be to continue to be the **industry leader and drive innovation**;
- The business **communicates for results**; and it
- Has a yearly positive **ROI for all community members.**

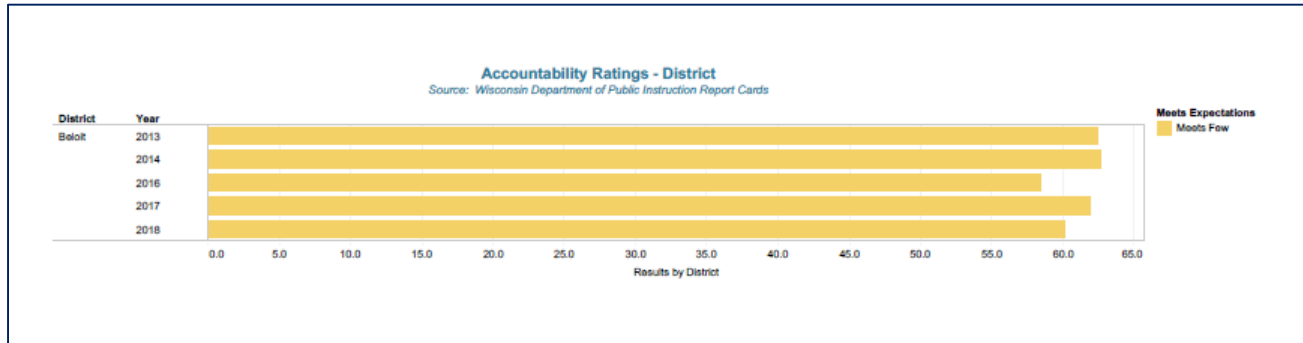
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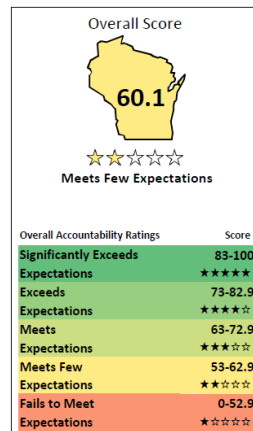
## FOCUS, FOCUS, FOCUS...

- Compare current situation against **'accepted best practice'** ...what's best-in-class in the PEER Group.
- For instance, our [KCMG] slide presentations show **'research-based, best practice thinking'** ... state, national, global. That's the lens... balanced.
- Because of that, we present for WASDA, WASB, WASBO and State Ed. Conv.
- Reason: *Our message is about ROI, Achievement for EVERY child, business excellence and optimal performance... and equity.*
- It's been our message from Day 1... never varied.
- Dissection of processes looking for holes and gaps, looking for improvements at certain important intervals. Won't see immediate results because of lag in DPI testing results. **Must TRUST and BUY INTO THE PROCESS.**
- ✓ Will mean a willingness to take coaching, and **make behavioral shifts.** Not easy for some.

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## Accountability Ratings – Beloit Performance Trending



FINAL - PUBLIC REPORT - FOR PUBLIC RELEASE November 13, 2018

**WISCONSIN DEPARTMENT OF PUBLIC INSTRUCTION**

**Beloit**  
District Report Card | 2017-18 | Summary

District Information	
Grades	K4-12
Enrollment	6,823
Within District Mobility	2.9%
Between District Mobility	7.1%
Race/Ethnicity	
American Indian or Alaskan Native	0.7%
Asian	0.7%
Black or African American	23.3%
Hispanic/Latino	32.4%
Native Hawaiian or Other Pacific Islander	0.1%
White	36.0%
Two or More Races	6.7%
Student Groups	
Students with Disabilities	13.1%
Economically Disadvantaged	71.6%
English Learners	15.6%

Source: Analytics provided by Forecast5™ Analytics,  
Naperville, IL.

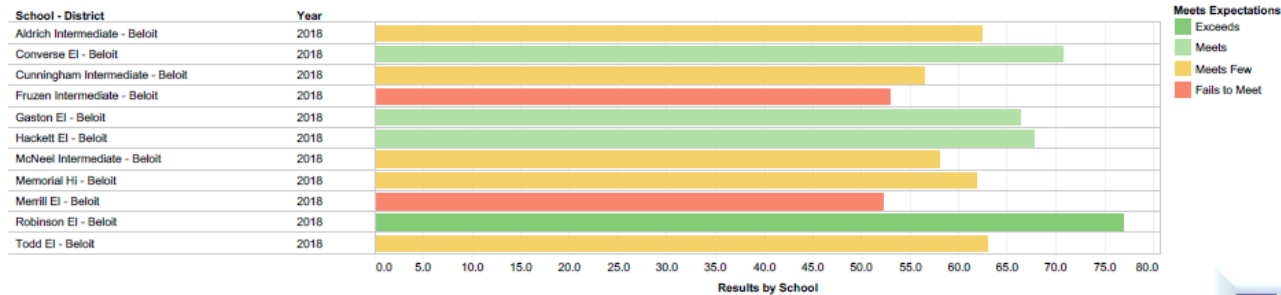
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## Accountability Ratings - School

Source: Wisconsin Department of Public Instruction Report Cards



## Accountability Ratings – Beloit Schools 2018 Performance

Source: Analytics provided by Forecast5™ Analytics, Naperville, IL.



Source: STRATA Information Technology; strait.com.



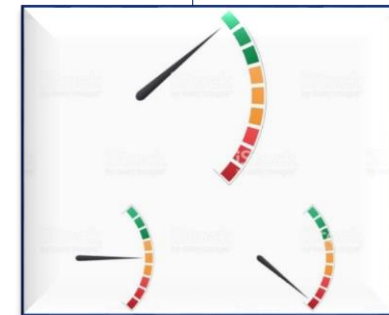
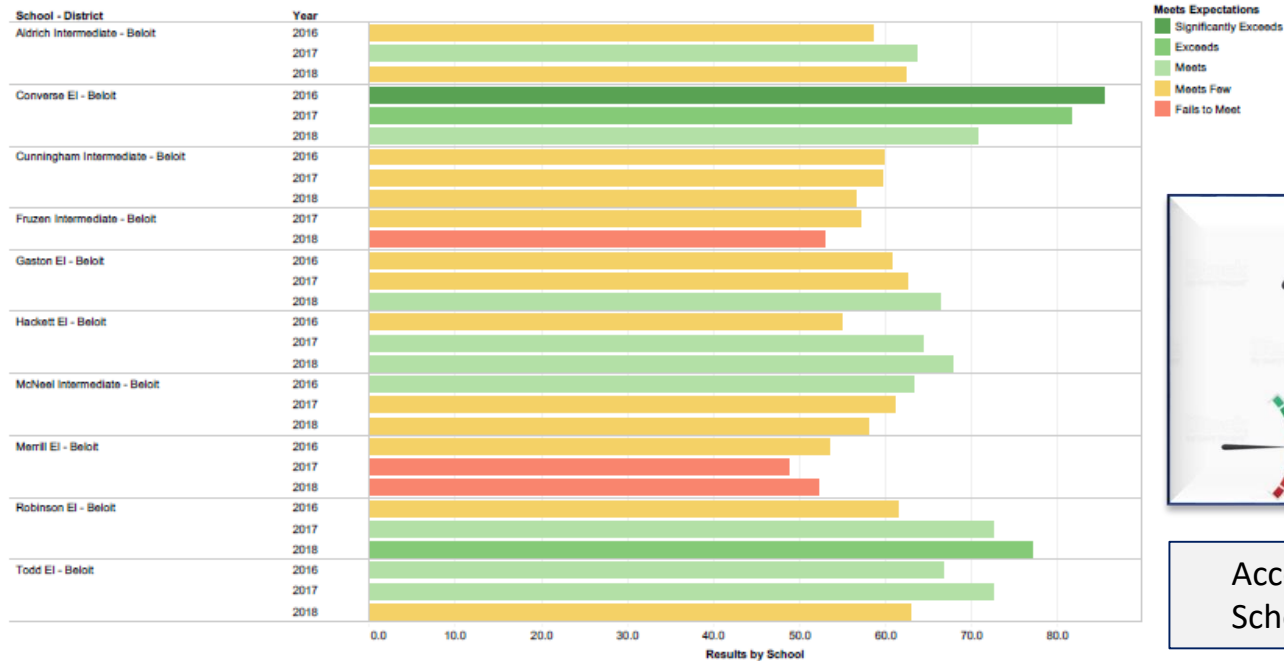
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## Accountability Ratings - School

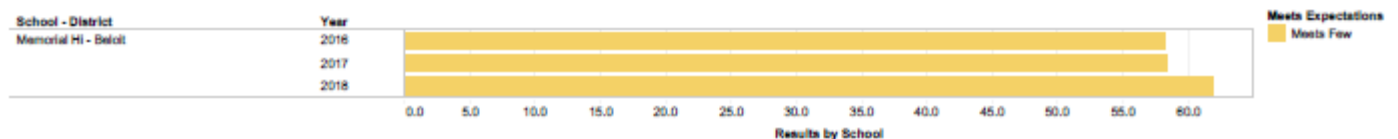
Source: Wisconsin Department of Public Instruction Report Cards



Accountability Ratings – Beloit  
Schools Trending Performance

## Accountability Ratings - School

Source: Wisconsin Department of Public Instruction Report Cards



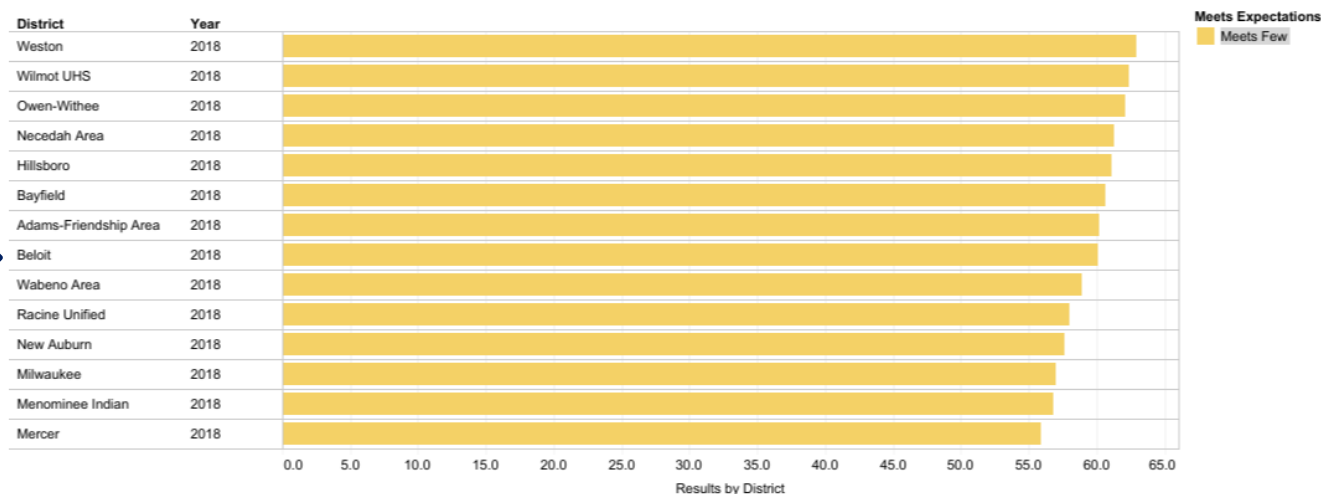
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## Accountability Ratings - District

Source: Wisconsin Department of Public Instruction Report Cards



There are 421 public school districts in Wisconsin<sup>1</sup>. Beloit is **ranked #415 in the state**... per DPI's 2018 State Report Card.



Source<sup>1</sup>: 'Wisconsin Public Schools at a Glance', Wisconsin DPI. Feb. 2019.

**#415 of 421  
WI districts.**

Source: Analytics provided by Forecast5™ Analytics,  
Naperville, IL.



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## College Readiness

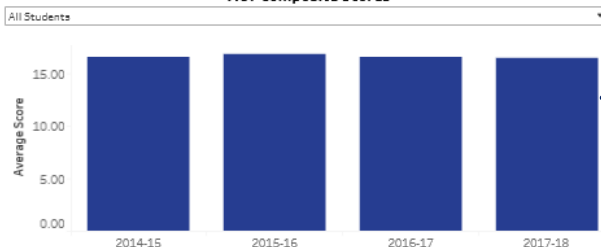
Select a District

Beloit

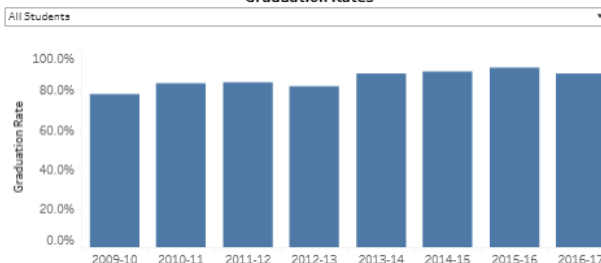
Here we provide data on three college readiness metrics: ACT scores, graduation rates, and Advanced Placement (AP) exam scores. Beginning in 2014-15, all juniors in the state have been required to take the ACT. The test has five sections (English, math, reading, science, plus an option for writing), and we show composite scores of the required sections here. AP exams are offered in various subjects for students taking advanced courses in those subject areas. A score of three or above often can be used for college credit, and our analysis shows the percentage of test takers receiving such scores. For graduation rates, we focus on the percentage of students graduating after four years of high school.

Compare Districts

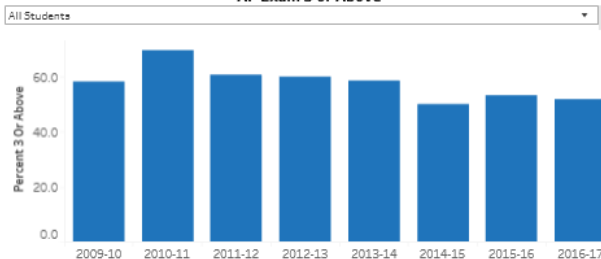
### ACT Composite Scores



### Graduation Rates



### AP Exam 3 or Above



## Wisconsin Key Findings

"In the 2018 Wisconsin graduating class, 68,000 graduates (100%) took the ACT test with a Composite score average of **20.5**. This compares to 46,870 (73%) with an average of 22.2 in 2014.

Nationally, 55% of 2018 graduates took the ACT with an average Composite score of **20.8**."

Source: "The Condition of College and Career Readiness 2018", ACT, Inc. 2018.

## Beloit ACT Scores Trending

2014... 19.6  
2015... 19.4  
2016... 16.9  
2017... 17.0  
**2018... 16.7**



Source: WISEdash Public Portal, Wisconsin Department of Public Instruction [DPI].

Beloit – College Readiness Trends

Std. Business term... “Horizontal [lateral] growth fundamentally involves copying things that already work.”

Peter Thiel “Zero to One” (2014).... PayPal co-founder and technology entrepreneur



## Why are we showing comparative data?

- To embarrass or minimize SDB stats... **NO.**
- The fastest way to move success indicators is to copy from a **Best in Class** business. **WHY? They've already figured it out.**
- **Theory is to get SDB near top in PEER Group by copying.** Then use energies to improve position... to the top. Key is that energies are used differently... not to re-invent the wheel... but to improve state of the art from a top-thinking position.
- **Copying is much cheaper than inventing**... and its faster to achieving optimal results.
- With the inventing bent, you don't know what you are going to get when you're done, you don't know what it will cost... *and you may never arrive at something that moves the needle.*

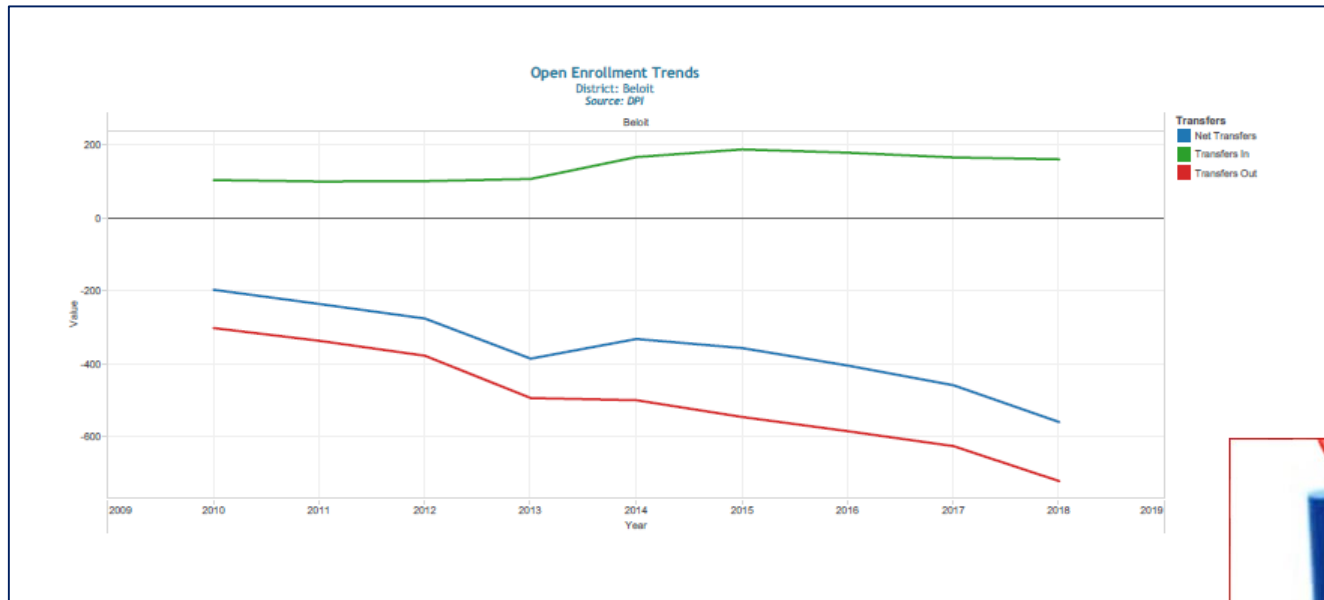
**Example: KIMBERLY seems to know the formula for AP success.**

$(a^2 + b + c^3) + (d^2 + e) + f + \mathbf{g^2} + h = \text{Kimberly AP equation. [Top of PEER Group]}$

$(a^2 + b + c^3) + (d^2 + e) + f + \mathbf{m} + h = \text{SDB AP equation.}$

Dr. Kiger and group will isolate and target this factor.

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Open Enrollment Trends Beloit  
559 Students OUT **NET** [2018]

Source: Analytics provided by Forecast5™ Analytics,  
Naperville, IL.



Source: shutterstock.com

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## Identify Critical Issues

Discussion... “If only we could..., then we would...”

“There is a fundamental difference between doing things right... and *doing the right things*.”

“Determining what you want is not about the future, *but right now*, and then asking yourself *right now* what would you do if you wanted to.”

Russell Ackoff (1919-2009), an American organizational theorist.

**“The righter we do the wrong thing, the wronger we become.. It is much better to do the right thing wronger, than the wrong thing righter!” Russell Ackoff**



Source: Johannes De Berlayment

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## Current Configuration

- 4K-3
- 4-8
- 9-12

## Proposed Configuration

- 4K-6
- 7-8
- 9-12
- Magnet School of the Arts



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## Challenges Associated with Current Grade Level Configuration

- ❑ 4<sup>th</sup> grade students are very different developmentally than 8<sup>th</sup> graders.
- ❑ The current model is struggling to meet the diverse developmental needs of 4<sup>th</sup>-8<sup>th</sup> grade students, as evidenced by comparatively poor academic achievement results.



- 4<sup>th</sup>-6<sup>th</sup> grade students need and would benefit from:
- Increased academic outcomes.
  - Elementary school culture of relationships and sense of family.

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## Challenges Associated with Current Grade Level Configuration

7<sup>th</sup> and 8<sup>th</sup> grade students need and would benefit from:

- Rigorous, advanced coursework, e.g. Algebra II and Geometry.
- Career pathway exploration.
- Opportunity for earning high school credit[s].
- Teachers with subject area specialties.
- Targeted social/emotional learning (students think and act differently when they are transitioning through puberty).
- Extra-curricular offerings.



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## Discussion:

- ❖ What did you hear?
- ❖ What did you learn about the state of SDB student achievement?  
As compared to State and National marks?

## Record:

- ✓ Create 5 factual Summary Statements which describe the status of SDB student achievement.





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## Activity:

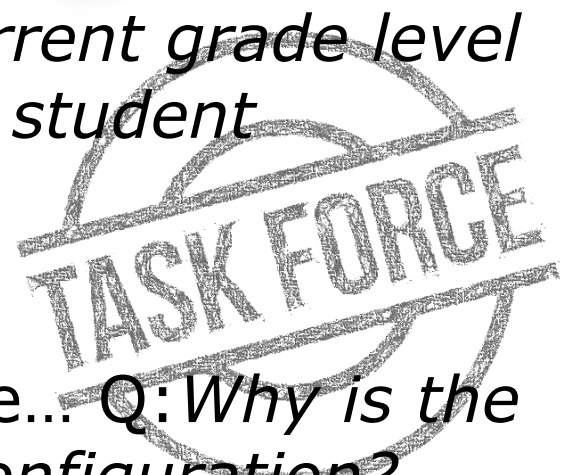
### Discussion, recording, reporting.

*"Identify the implications of the current grade level configuration (4K-3, 4-8, 9-12) for student achievement."*

## Homework:

Share with at least three (3) people... Q: Why is the District exploring a grade level reconfiguration?

**A: Student Achievement.**



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## Preview Next Steps

1. Nov. 20, 2019... Task Force II; 6-8pm.
2. Presentation by Admin. team regarding its proposed Grade Level reconfiguration plan... and Magnet school.
3. Brainstorm opportunities and challenges.
4. Identify questions.

Thank You and Closing Comments – Dr. Munro



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“Only three things happen naturally in organizations:

**FRICTION, CONFUSION  
AND UNDERPERFORMANCE**

Everything else requires **leadership.**”

Peter F. Drucker



Thank you.



Source (Graphic): “The Principles of Strategic Planning - Part 1: Strategy vs. Tactics”, Foley Tan Group. June 2014.

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Daughters Isabel, Dorit and Andrea.

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**Questions?**