

Academics Programs	Goal		Objectives	
	Expand relevant and individualized learning opportunities for all students.	Expand the use of Educational Development Plans for students	Increase Social Emotional Learning and 21st century programming	Continue the implementation of a K-12 Social Emotional Learning and 21st century learning continuum
Measures	Paddock	Symons	Middle School	High School
Test Scores	NWEA Math CGP	NWEA Math CGP	NWEA Math CGP	SAT
NWEA - Nationally normed assessment given 3 times a year	2018 - 65.9	2018 - 46.5	2018 - 47.1	2019 Milan Avg - 1021.0
	2019 - 67.5	2019 - 49.8	2019 - 40.8	2019 MASB Peers Avg - 1003.6
	2020 - NDC	2020 - NDC	2020 - NDC	2019 State Avg - 949.7
CGP - Conditional Growth Percentile (fall to spring)	2021 - 38.4	2021 - 40.3	2021 - 38.0	2020 - NDC
	2022 - 53.3	2022 - 63.3	2022 - 42.8	2021 Milan Avg - 1050.9
	2023 - 52.5	2023 - 51.1	2023 - 54.6	2021 MASB Peers Avg - 993.1
3-Year Weighted Avg - 49.9	3-Year Weighted Avg - 52.6	3-Year Weighted Avg - 47.7	2021 State Avg - 952.1	
SGP - Student Growth Percentiles (assessment to assessment)	NWEA ELA CGP	NWEA ELA CGP	NWEA ELA CGP	2022 Milan Avg - 1005.7
NDC - No Data Collected by the State	2018 - 59.8	2018 - 47.2	2018 - 57.9	2022 MASB Peers Avg - 980.6
	2019 - 53.0	2019 - 49.5	2019 - 44.1	2022 State Avg - 926.8
	2020 - NDC	2020 - NDC	2020 - NDC	2023 Milan Avg - 1011.2
NYA - Not Yet Available from State	2021 - 41.6	2021 - 34.5	2021 - 34.5	2023 MASB Peers Avg - 978.7
	2022 - 52.1	2022 - 55.7	2022 - 43.0	2023 State Avg - 924.6
	2023 - 52.4	2023 - 53.9	2023 - 58.3	
3-Year Weighted Avg - 50.1	3-Year Weighted Avg - 50.6	3-Year Weighted Avg - 48.9	2021-2022	
	MSTEP/PSAT Math SGP	MSTEP/PSAT Math SGP	Total AP Students: 54	
	2018 - 62.8	2018 - 39.7	AP Students with 3+: 32	
	2019 - 58.2	2019 - 39.2	% of AP Students 3+: 59.3%	
	2020 - No Data	2020 - NDC	AP Scholars: 12	
	2021 - 29.1	2021 - 27.5	AP Scholars with Honor: 2	
	2022 - No Data	2022 - 30.2	AP Capstone Diploma: 1	
	2023 - 55.7	2023 - 54.9	2022-2023	
	Weighted Avg - 45.0	Weighted Avg - 42.0	Total AP Students: 73	
	MSTEP/PSAT ELA SGP	MSTEP/PSAT ELA SGP	AP Students with 3+: 43	
	2018 - 51.6	2018 - 54.8	% of AP Students 3+: 58.9%	
	2019 - 52.4	2019 - 42.6	AP Scholars: 7	
	2020 - No Data	2020 - NDC	AP Scholars with Honor: 2	
	2021 - 39.8	2021 - 40.3	AP Capstone Diploma: 1	
	2022 - No Data	2022 - 40.9		
	2023 - 50.3	2023 - 52.2		
	Weighted Avg - 46.1	Weighted Avg - 46.4		

Participation Rate in Extracurriculars Number of participants (2021-2022)(2022-2023)(2023-2024)	Lego League (6)(12)(12)	Lego League (8)(16)(21) Community Ed Programs	7th G Basketball (14)(12)(8th G Basketball (13)(11)(MS Football (32)(37)(31) MS Swim (23)(30)(28) 7th B Basketball (13)(14)(15) 8th B Basketball (14)(13)(15) MS Wrestling (27)(16)(7th Volleyball (16)(13)(12) 8th Volleyball (16)(15)(13) MS Cross Country (11)(7)(7) Track ()(72)(Tennis (22)(24)(Bowling()()(Fuel Up to Play 60 (35)(60)(NJHS (16)(17)(14) MMS Play (35)(40)(63) Chess Club (17)(20)(21) Yearbook Club (22)(8)(Spelling Bee (15)(72)(36) Quiz Bowl (8)(13)(Robotics ()(15)(17) esports club ()(31)	Marching Band (~40)(~50)(~43) Fall Play (~40)(~45)(~40) GSA (~30)(~20)(~20) FCA(~25)(~25)(~20) Peer-2-Peer (~10)(~10)(~10) Language Club (~30)(~15)(~15) Barista Club (~30)(~15)(World Foods Club (~30)(~15)(~15) Robotics ()(35)(26) Varsity Football (32)(28)(35) JV Football (24)(31)(18) Varsity B Soccer (16)(20)(21) JV B Soccer (18)(16)(13) Varsity B Tennis (12)(12)(12) JV B Tennis (10)(11)(11) B Cross Country (15)(11)(10) B Varsity Basketball (12)(15)(16) B JV Basketball (11)(10)(12) B Freshman Basketball (12)(7)(0) Varsity Wrestling (15)(12)(20) B Swim/Dive (21)(17)(18) B Varsity Bowling (12)(16)(14) B Ice Hockey (9)(5)(3) Varsity Baseball (15)(18)(JV Baseball (13)(15)(B Track (75)(54)(B Golf (11)(21)(Equestrian (15)(10)(5) G Cross Country (14)(15)(11) Varsity Sideline Cheer (16)(16)(15) JV Sideline Cheer (12)(0)(9) G Swim/Dive (22)(23)(23) Varsity Volleyball (15)(13)(10) JV Volleyball (12)(8)(9) Freshman Volleyball (14)(10)(10) G Varsity Golf (6)(6)(6) G Varsity Basketball (8)(9)(10) G JV Basketball (7)(9)(8) G Varsity Bowling (4)(11)(11) G Ice hockey (1)(1)(1) Varsity Softball (17)(15)(G Track (44)(40)(Varsity G Soccer (20)(24)(G Varsity Tennis (12)(12)(G JV Tennis (11)(4)(G Water Polo (5)(12)(Figure Skating ()(1)
Promotion Rate June 2023 NYA - Not Yet Available from State	K: 99.1% 1st: 100% 2nd: 100%	3rd: 100% 4th: 100% 5th: 100%	6th: 100% 7th: 100% 8th: 100%	MHS Graduation rate: 2019: 92.68% 2020: 93.98% 2021: 89.93% 2022: 93.60% 2023: NYA

Learning Environment Culture		Goal	Objectives		
		Improve and foster a safe learning environment that supports the academic, social, emotional, physical, creative, and cultural needs of the individual.	Support professional development opportunities in the areas of mental health, trauma, diversity, and responsive teaching	Review district programming and structures	Monitor support staff numbers and hours
Measures		Paddock	Symons	Middle School	High School
Attendance Percents represent the average daily attendance for the month		08/22: 96.7% 09/22: 93.2% 10/22: 92.1% 11/22: 92.8% 12/22: 91.9% 1/23: 94.5% 2/23: 93.9% 3/23: 90.9% 4/23: 93.9% 5/23: 93.3% 6/23: 92.9% 8/23: 97.3% 9/23: 93.2% 10/23: 92.8% 11/23: 93.4% 12/23: 1/24: 2/24: 3/24: 4/24: 5/24: 6/24:	08/22: 96.6% 09/22: 93.7% 10/22: 92.5% 11/22: 93.5% 12/22: 92.4% 1/23: 94.7% 2/23: 94.1% 3/23: 92.7% 4/23: 93.1% 5/23: 93.7% 6/23: 94.4% 8/23: 98.0% 9/23: 95.3% 10/23: 94.5% 11/23: 93.9% 12/23: 1/24: 2/24: 3/24: 4/24: 5/24: 6/24:	08/22: 95.1% 09/22: 92.6% 10/22: 91.1% 11/22: 89.8% 12/22: 88.8% 1/23: 92.7% 2/23: 91.4% 3/23: 90.2% 4/23: 92.5% 5/23: 91.9% 6/23: 89.2% 8/23: 97.3% 9/23: 93.8% 10/23: 93.6% 11/23: 93.3% 12/23: 1/24: 2/24: 3/24: 4/24: 5/24: 6/24:	08/22: 98.5% 09/22: 94.5% 10/22: 92.6% 11/22: 94.1% 12/22: 93.2% 1/23: 95.2% 2/23: 93.6% 3/23: 93.1% 4/23: 93.5% 5/23: 94.6% 6/23: 95.3% 8/23: 98.0% 9/23: 94.4% 10/23: 94.6% 11/23: 94.2% 12/23: 1/24: 2/24: 3/24: 4/24: 5/24: 6/24:
Attendance Chronically Absent - when a student is absent for 10% or more of the days in a school year for any reason Truant - when a student has 10 or more unexcused absences at any point in the school year <10 used when the count is between 1 and 10		2023-2024 Chronically Absent - 98 Truant - 29	2023-2024 Chronically Absent - 71 Truant - 19	2023-2024 Chronically Absent - 108 Truant - 39	2023-2024 Chronically Absent - 211 Truant - 62

<p>Disciplinary Actions</p> <p>ISS = In School Suspension OSS = Out of School Suspension</p> <p>Due to the effectiveness of ISS for different age groups, Paddock and MHS do not have ISS programs.</p>	<p>08/22: 0 OSS 09/22: 0 OSS 10/22: 3 OSS 11/22: 0 OSS 12/22: 0 OSS 1/23: 0 OSS 2/23: 0 OSS 3/23: 0 OSS 4/23: 1 OSS 5/23: 2 OSS 6/23: 1 OSS</p> <p>8/23: 0 OSS 9/23: 1 OSS 10/23: 3 OSS 11/23: 1 OSS 12/23: 1/24: 2/24: 3/24: 4/24: 5/24: 6/24:</p>	<p>08/22: 0 ISS, 0 OSS 09/22: 3 ISS, 6 OSS 10/22: 0 ISS, 1 OSS 11/22: 1 ISS, 0 OSS 12/22: 2 ISS, 1 OSS 1/23: 1 ISS, 2 OSS 2/23: 4 ISS, 0 OSS 3/23: 6 ISS, 2 OSS 4/23: 4 ISS, 1 OSS 5/23: 5 ISS, 3 OSS 6/23: 2 ISS, 3 OSS</p> <p>8/23: 0 ISS, 0 OSS 9/23: 3 ISS, 2 OSS 10/23: 6 ISS, 0 OSS 11/23: 3 ISS, 3 OSS 12/23: 1/24: 2/24: 3/24: 4/24: 5/24: 6/24:</p>	<p>08/22: 0 ISS, 3 OSS 09/22: 5 ISS, 22 OSS 10/22: 29 ISS, 26 OSS 11/22: 8 ISS, 26 OSS 12/22: 8 ISS, 8 OSS 1/23: 13 ISS, 4 OSS 2/23: 16 ISS, 9 OSS 3/23: 13 ISS, 21 OSS 4/23: 14 ISS, 4 OSS 5/23: 20 ISS, 14 OSS 6/23: 8 ISS, 11 OSS</p> <p>8/23: 2 ISS, 2 OSS 9/23: 16 ISS, 13 OSS 10/23: 26 ISS, 6 OSS 11/23: 13 ISS, 9 OSS 12/23: 1/24: 2/24: 3/24: 4/24: 5/24: 6/24:</p>	<p>08/22: 0 OSS 09/22: 14 OSS 10/22: 14 OSS 11/22: 9 OSS 12/22: 6 OSS 1/23: 5 OSS 2/23: 1 OSS 3/23: 5 OSS 4/23: 1 OSS 5/23: 4 OSS 6/23: 2 OSS</p> <p>8/23: 3 OSS 9/23: 8 OSS 10/23: 19 OSS 11/23: 3 OSS 12/23: 1/24: 2/24: 3/24: 4/24: 5/24: 6/24:</p>
<p>CBP - Percent of suspensions attributable to students with chronic behavior concerns (more than 4 suspensions in a year)</p>	<p>2023-2024 CBP: 0%</p>	<p>2023-2024 CBP: 0%</p>	<p>2023-2024 CBP: 36.8%</p>	<p>2023-2024 CBP: 0%</p>
<p>Ongoing Learning Environment and Culture Initiatives</p>	<p>Science of Reading Decodable Texts WIN Time Mindset For Learning C.A.S.E.L. SEL Kindness Campaign Behavior Specialist Body Safety Summer Programs Paddock Pals Peer-to-Peer Student Groups 2nd Grade Embassadors Sensory Paths TRAILS Xello</p>	<p>WIN Time Math Intervention Program Gaga Ball Pit Market Day TRAILS CBT/Mindfulness Playground Upgrades Behavior Specialist Summer Programs Sensory Tools Student Groups Movement Breaks Upstander Club Student Council Xello</p>	<p>TRAILS Peer-to-Peer Reading Intervention Math Intervention Student Council PBIS Classroom 180 Mindfulness Behavior Specialist Summer Programs Therapy Dog Student of the Month Peer Mediation Restorative Practices Zone Xello</p>	<p>TRAILS Peer-to-Peer Advanced Programming Leadership Class (SNAP) Staff Led PD Big Red Media Production Behavior Specialist Summer Programs Reaching Higher Big Red Buddies Student Groups Student Mentoring Xello</p>

Communications	Goal	Objectives
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Community Engagement	Develop and implement a comprehensive plan to foster student, family, staff, and community engagement and partnerships.	Engage the District Communication Committee in reviewing the communication perception survey responses	Review and analyze the recommendations from the District Communications Committee	Investigate district branding and develop a marketing plan
Measures	Paddock	Symons	Middle School	High School
Current Communication Methods	Building Newsletters Teacher Newsletters School Messengers Social Media Posts Website Emails Phone Calls Printed Flyers Parent-Teacher Conferences	Building Newsletters Teacher Newsletters School Messengers Social Media Posts Website Emails Phone Calls Printed Flyers Parent-Teacher Conferences	Building Updates Academic Planners Building Newsletters School Messengers Social Media Posts Website Emails Phone Calls Parent-Teacher Conferences	PowerSchool Announcements School Messengers Social Media Posts Website Emails Phone Calls Parent-Teacher Conferences

Personnel Leadership	Goal	Objectives		
	Recruit and retain skilled, passionate, and effective staff who are committed to the success of Milan Area Schools and its place in the community.	Review and adapt operations based on staff culture survey responses	Expand programming for support of new teachers (years 0-5)	Monitor and benchmark all district salaries
Measures	Paddock	Symons	Middle School	High School
New Hires 2023-24 School Year	M. Maury	T. Howard C. Matrosic	K. McIntosh N. Genson C. Wilson A. Davis	A. Jaster C. Barbara L. Jackson M. Sedenquist C. Shettenhelm
Resignations/Retirements 2023-24 School Year	T. Zajac K. Erehart K. Smith	O. Aurand A. Davis E. Fitzgerald L. Draheim	H. Fiedler J. Akins	C. Salas B. Livingston K. Goffee A. Groppe C. Gill J. Schlack

Finance Operations		Goal	Objectives		
		Maintain and improve facilities/equipment to support safe, innovative programs.	Identify and attend to critical technology, HVAC, roof, parking lot, and bus needs	Investigate a sinking fund millage	Investigate and address critical safety needs
Measures					
			HVAC Inspections Complete HVAC Improvements In Progress Roof Inspections Complete Roof Improvements in Progress Parking Lot Maintenance Sidewalk Maintenance Bus Purchases MHS Facad Repairs MMS Facad Repairs Athletic Sound System Athletic Bleachers E-Rate Purchases	Sinking Fund Conversations Guidance from Legal Team	Working with Secure Environmental Consultants (SEC) Implementing Recommendations from SEC
District Fund Balance	06/30/2021: \$5,924,740 (audited) 06/30/2022: \$4,931,946 (audited) 06/30/2023: \$4,973,829 (audited)				
Fund Balance Above 10% (10% is Board of Education goal)	06/30/2021: \$3,261,616 (audited) 06/30/2022: \$1,994,198 (audited) 06/30/2023: \$1,685,015 (audited)				
	Objective Key:	Objective Met	Objective On Track	Objective Not Met	