



2016-2017

Encompassing the Journey of Continuous
Quality Improvement



**2016-17 Agency
Annual Report**

Cooperative Educational
Service Agency 9
304 Kaphaem Road
Tomahawk, WI 54487
715.453.2141
www.cesa9.org



Table of Contents

<i>About CESA 9</i>	3
Our Purpose, Mission and Vision	3
Customers We Serve.....	4
<i>Message from the Agency Administrator – Dr. Karen Wendorf-Heldt</i>	5
<i>Professional Learning and Meeting Participation Data (4 years)</i>	10
<i>Funding Sources</i>	12
<i>Governance</i>	13
Board of Control Membership 2016-2017	13
Relationships Among Key Stakeholders.....	14
<i>Leadership</i>	15
Professional Advisory Committee 2016-17.....	15
Wisconsin CESAs.....	17
School Improvement Leadership Team (SILT)	18
<i>Highlighted Programs and Services</i>	20
School Improvement Services	21
Educator Effectiveness	22
PI 34 Teacher License Renewal and Support Services.....	24
Title I.....	25
Title III – A ELL Consortium	26
Wisconsin Safe and Healthy Schools.....	27
ATOD/Comprehensive School Health	28
Wisconsin RtI Center/Wisconsin PBIS Network.....	29
Special Education Leadership.....	30
Special Education Programs and Itinerant Services	31
School-Based Services	31
Special Education Regional Classroom – Northern Achievement Centers	32
Regional Service Network.....	33
Disproportionality Technical Assistance Network.....	34
Early Childhood: Special Education Program Support.....	35
North Central Career & Technical Education Consortium.....	36
Youth Apprenticeship Program	37
Personalized Learning.....	38
Technology & Digital Learning Services.....	39
Grant Writing/Grant Evaluation Services	40
Wisconsin Digital Learning Collaborative (WDLC)	41

Additional CESA 9 Services and Related Activities	43
<i>Staff Directory for 2016-17</i>	44
<i>District Purchased Services for 2016-17</i>	46
<i>Evaluation of the Agency Administrator by Board of Control</i>	50
<i>Agency Administrator Goals and Priorities for 2016-17</i>	50
<i>Evaluation of Agency Administrator by Superintendents</i>	51

About CESA 9

Our Purpose, Mission and Vision

The CESA Purpose

The organization of school districts in Wisconsin is such that the legislature recognizes the need for a service unit between the school districts and the State Superintendent. The Cooperative Educational Service Agencies are designed to serve educational needs in all areas of Wisconsin by serving as a link both between school districts and between school districts and the state. Cooperative Educational Service Agencies may provide leadership, coordination and educational services to school districts, University of Wisconsin System campuses, private institutions of higher education and technical colleges. Cooperative Educational Service Agencies may facilitate communication and cooperation among all public and private schools, agencies and organizations that provide services to pupils.

Mission

Our mission is to provide leadership for educational improvement and strengthen educational institutions' capacity to educate all students creating healthy, resilient, successful adults.

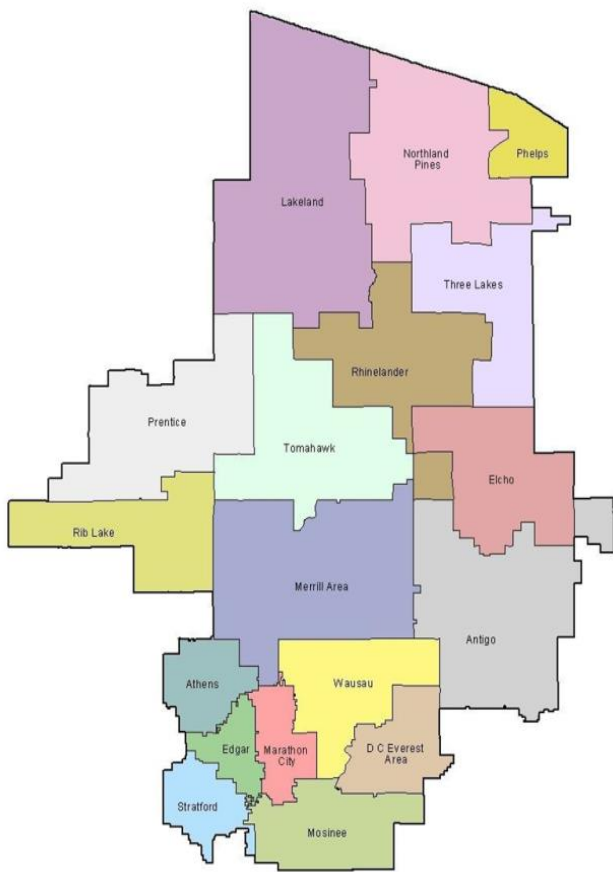
Vision

Our vision is that we, CESA 9, shall contribute ongoing leadership for innovative and qualitative growth to ensure optimal educational opportunities for all children.



Customers We Serve

CESA 9 provides service to educational entities within our geographical area. Additionally, Wisconsin Virtual School operates within our Agency and serves students across the globe.



District	2016-17 Enrollment
Antigo	2364
Arbor Vitae-Woodruff	528
Athens	416
DC Everest	5878
Edgar	617
Elcho	332
Lac du Flambeau	499
Lakeland Union High	684
Marathon	717
Merrill	3314
Minocqua-Hazelhurst-Lake Tomahawk	563
Mosinee	1998
North Lakeland	157
Northland Pines	1324
Phelps	145
Prentice	400
Rhinelander	2297
Rib Lake	504
Stratford	949
Three Lakes	502
Tomahawk	1254
Wausau	8405

Demographics

22	School Districts
1	Juvenile Correction Facility - Lincoln Hills/Copper Lake
5,669	Square Miles
2,562	Professional Staff
1,236	Support Staff
33,847	Public School Students
2,758	Private School Students
102	Public School Buildings
2	Technical College Districts – North Central and Nicolet Area Technical College
1	UW Extension Center – UW Marathon

Message from the Agency Administrator – Dr. Karen Wendorf-Heldt

Cooperative Educational Service Agency (CESA) #9 is a member-owned organization that strives to provide high-quality, affordable professional learning, programming, staffing, and services that support school districts in our region of the state in fulfilling *their* mission to educate ALL learners. Our cooperative serves 22 member school districts, is governed by an eleven-member board comprised of seated school board members in the region we serve. Our Agency receives no direct state aid and is instead funded through grants and direct service contracts with our member districts. CESA 9 is also proud to be the home of Wisconsin Virtual School, a statewide provider of supplemental online courses and a partner in the Wisconsin Digital Learning Collaborative. WVS serves students in over half of the school districts across the state.



At CESA 9, we thrive in successfully navigating the continual waves of change on the education-related seas and providing the mooring necessary to help our districts to do the same. We have our bearings, adjust our sails to tack to meet our clients' needs, and steer our organizational ship by focusing on three key strategies: 1) seeking to know our districts better, 2) helping our member districts know us better, and 3) continuously enhancing existing services and designing new ones so that we don't lose our cutting edge, become dead in the water, and thereby leave our member districts high and dry. Additionally, we use the seven areas of the Baldrige framework for performance excellence to chart, monitor, evaluate our individual and collective progress toward the realization of our key strategies: leadership, customer focus, workforce focus, operations focus, strategic planning, measurement, analysis and knowledge management, and results.

We continue to use a continuous improvement model that we developed in partnership with Studer Education to help us chart our course toward our desired destination--being the best possible support we can be those on board--our member districts. We also have developed and use a balanced scorecard that articulates our organizational goals, strategic actions, progress monitoring measures and the annual results indicators by which we gauge our success in reaching our destination ports from year to year. Additionally, through leadership coaching we continuously strive to anchor our work in the following principles: commit to excellence, measure the important things, build a culture around service, create and develop great leaders, focus on employee satisfaction, build individual accountability, align behaviors with goals and values, communicate at all levels, and recognize and reward success.

This annual report serves as a log of sorts--evidence of our seaworthiness as a cooperative educational service agency--of our accountability to ourselves and our stakeholders. As we reflect on our journey over the past year, this report helps to tell the tale of our headway in providing our member districts a sound port in the often times stormy seas of educational change that can sometimes leave them feeling swamped, marooned, and shipwrecked.

How Do We Measure Our Overall Success as an Agency?

In spring of the 2016-17 school year, we surveyed a sample of our customers--educational leaders in our member school districts--asking them to assess our service to them in five mainstay areas: accessibility, accuracy, attitude, operations, and timeliness. Our goal is to have an overall mean score of 4.5 or higher. As you can see in the table below, we exceeded the 4.5 watermark we've set for ourselves.

District Services Survey Results

Characteristics	Mean 11/2015 (N=41)	Mean 2016 (N=47)	Mean 2017 (N=45)
Accessibility	4.46	4.58	4.65
Accuracy	4.56	4.61	4.65
Attitude	4.62	4.68	4.76
Operations	4.53	4.55	4.60
Timeliness	4.52	4.56	4.60
Overall Mean	4.54	4.59	4.65

Below you will find our 2016-17 organizational scorecard which has expanded to include goals, measures, and strategic actions in five key areas: student achievement, people, quality service, finance, and growth & innovation. As you can see in the chart below, a green dot indicates that we achieved our annual benchmark results measure. A yellow dot indicates that we are still working toward that benchmark. You'll notice our student achievement goal is yellow this year. Because the statewide assessment measure changed (the new Forward Exam), we will need to look at this past year's results and establish both a new baseline and then a new goal based on that baseline for our 2017-18 scorecard.

CESA 9 Organizational Scorecard 2016-17

Student Achievement	People	Quality Service	Finance & Operations	Growth & Innovation
Long-Term Goals				
Student learning increases and achievement gaps decrease in school districts served by CESA #9	Employees recognize CESA 9 as a great place to work	Districts recognize CESA 9 as a valuable resource providing high quality programming and service	CESA 9 operations are lean and fiscally stable	CESA 9 is a dynamic organization—responsive to emerging needs and changing educational landscape
Annual Results Measures				
Increase % of schools meeting or exceeding expectations on school report cards from 94% to 95%* ● <i>*may need to establish new baseline as report cards will change again for 2015-16 due to another new state assessment and new ESSA requirements</i>	Maintain Employee Engagement mean score 4.3 or above ●	Maintain workshop evaluation recommendation rate above 95% ● Maintain District Services mean score 4.3 or above	Fund balance covers monthly fluctuations to avoid short term borrowing ●	Three to five new or enhanced services are identified each year across the Agency ●
Progress Monitoring Measures				
School Report Cards	Employee Engagement Survey	District Services Survey Workshop Evaluations Rounding Summaries	Monthly Reports & Board Audits of Agency Financial Statements	Annual Report Documentation
Strategic Actions				
<ul style="list-style-type: none"> • Embed ourselves where possible with the educators we serve to continuously improve schools • Communicate internally who is working on what and when in our districts 	<ul style="list-style-type: none"> • Round with employees • Shout Out-celebrations • Communicate thanks • Check-in 	<ul style="list-style-type: none"> • Be accessible to customers- 24 hour response time • Provide excellent service in every customer interaction • Round with customers • Market the benefit of CESA 9 services via CESA 9 APP, social media, & email informational blasts 	<ul style="list-style-type: none"> • Meet regularly with project directors-budget & HR oversight • Articulate and communicate purchasing procedures to ensure best use of Agency funds • Use workshop checklist to plan and prevent loss 	<ul style="list-style-type: none"> • Align employee & department goals via the evaluation system • Determine strategies for improvement and innovation within programs & departments

Mutiny on Deck or Happy Sailing? How Do We Measure Our Success in Employee Engagement?

In addition to meeting the service expectations of our external customers, CESA 9 also strives to be a great workplace for those on board our CESA 9 ship each and every day--our employees. We aim to recruit, hire, and retain the best, most service-oriented, customer-focused employees. We measure our success in this annually by means of an employee engagement survey. The survey is given annually in the fall and we use the results to set goals for improvement as a staff in the ways we engage our awesome employees in the work of the Agency. The chart below shows our mean scores from the fall administration of the employee engagement survey as well as our percentile rank when compared with other educational organizations who partner with Studer Education. Our staff worked with me to target strategies to take the next steps in making our staff meetings as efficient and productive as possible and to provide additional opportunities for our support staff to understand the “why” behind decisions and to have input as much as possible on the decisions that affect their work. Leaders at the helm of CESA 9 routinely "round" with employees to see what is going well in their work, to see if employees have the resources they need to do their job, to see if there are additional things supervisors can do to support their work, and to see if any co-workers have been particularly helpful to them. This data is useful in managing the ebb and flow of the tides that contribute to organizational culture and help us to ensure a watertight, great-place-to-work environment.

Employee Engagement Survey Results – Overall Mean Compared to Studer Partner Responses

Engagement Items	Nov 2016 (N=41)	Pct. Rank
1. My supervisor(s) provides me good processes and resources to do my job.	4.34	93
2. My supervisor(s) provides feedback on my strengths as an employee.	4.44	99
3. Supervisor led team meetings make efficient use of time and are productive.	4.15	77
4. My supervisor(s) recognizes good performance.	4.35	95
5. My supervisor(s) demonstrates a genuine concern for my welfare.	4.50	96
6. My supervisor(s) makes the best use of available funds.	4.28	93
7. My supervisor(s) consults me on the decisions that affect my job.	4.10	94
8. My supervisor(s) sets clear expectations for judging my performance.	4.42	99
9. My supervisor(s) provides the support needed to accomplish my work objectives.	4.20	86
10. My supervisor(s) provides feedback concerning areas for improving my performance.	4.28	98
11. The agency administrator manages organizational finances effectively.	4.35	98
12. The agency administrator uses a variety of methods to promote effective communication throughout the organization.	4.49	95
13. The agency administrator makes decisions in the best interest of the organization.	4.45	97
14. If given a choice, I would recommend that a school district select this organization for support.	4.67	99
Overall Agency Mean	4.36	98

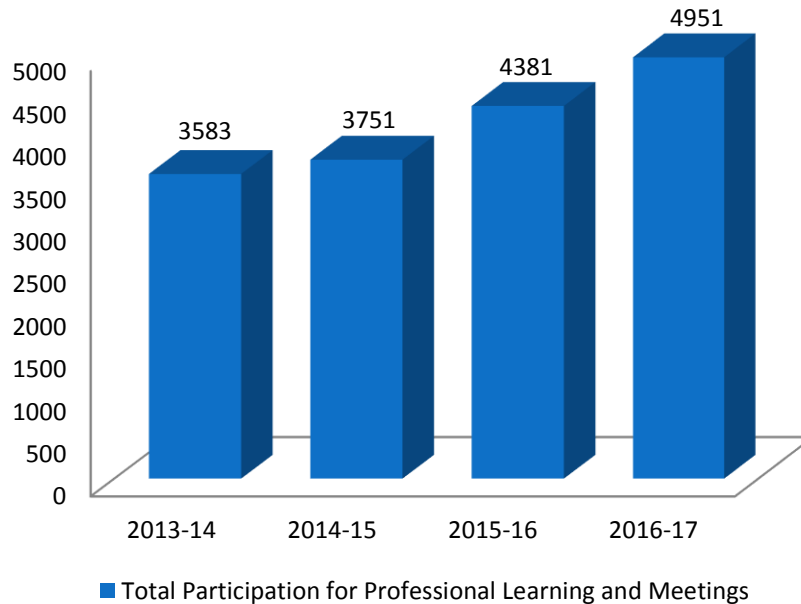
Not too long ago, I heard a keynote speaker refer to "cardiac assessment" wherein an individual or an organization "knows in their heart they're good," that is they feel they're experiencing success--doing a good job in achieving their mission and goals. While feelings certainly can provide a subjective, intuitive sense of progress, we are thrilled that we have hard-wired our organization with objective data which we can use to assess the results of our "all hands on deck" collective efforts, to communicate to you, our "main stay" customers, our success in providing quality service to improve education, and, much like the rudder on a boat, to steer our decision-making and our next steps for continuous quality improvement.

They say that time and tide wait for no man. It doesn't appear that there will be smooth sailing anytime soon in public education; in fact, the turbulent whitewater of change seems to have become the constant for educators and educational leaders. I want to assure you, our stakeholders, that CESA 9 knows the ropes (how to support our districts in achieving their core missions), understands the lay of the land (the research on improvement science and the complex educational landscapes we must help districts navigate), and will continue our commitment to use an all hands on deck approach to our work to be a leading light for our member districts as they seek to educate ALL learners to HIGH levels.

I hope you will enjoy reading additional stories of our success that can be found on the pages that follow in this report. All aboard and anchors away! CESA 9 is committed to navigating toward what lies on the horizon as we work to support student learning in our region of the state.



Professional Learning and Meeting Participation Data (4 years)



All CESA 9 workshop participants receive evaluations to complete after each workshop. This information is shared with and analyzed by the workshop presenter, project director, and agency administrator. In 2016-17 the evaluation questions included:

- ◆ **How knowledgeable and helpful was the facilitator?**
- ◆ **How engaging was the workshop?**
- ◆ **How effective was the workshop?**
- ◆ **What information, techniques, and learning activities were most useful to you?**
- ◆ **What information/activities were not useful to you?**
- ◆ **How will today's workshop impact you in your role?**
- ◆ **This workshop was effective and I would recommend it to others.**
- ◆ **I wish CESA 9 would do the following to support my learning needs...**



"There are so many things to keep up with. I always leave CESA with information that is entirely new to me."

"With all that I've learned, I feel a lot more prepared to work with teachers to help all learners at my school be successful."

"Very informative and engaging. Clarified questions I had."

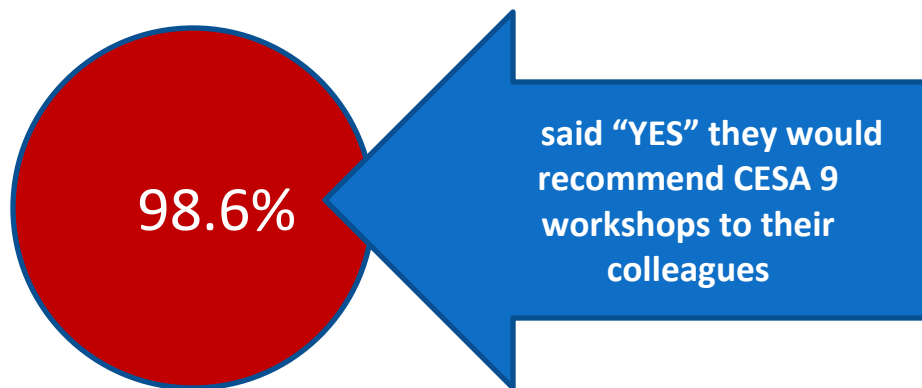
"Useful and pertinent information to bring back to other district leaders and decision makers."

"Allows me the knowledge I need to effectively do my job."

"I can see how this information can be used to improve my planning."

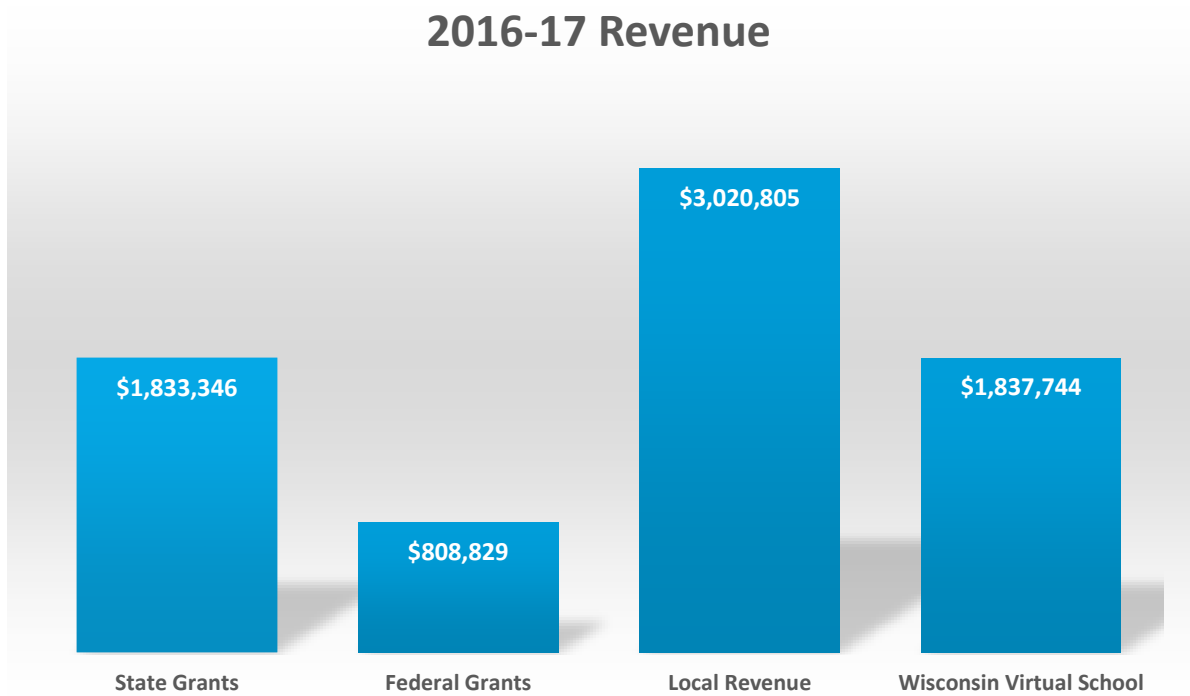
"Great depth and insightful resources shared."

"It was excellent! Informative and fun. A great learning experience."



Funding Sources

CESAs do not have taxing authority. CESA 9 is funded through a combination of federal and state grants, the purchase of contracted services by local school districts, and professional development registration fees. *Local revenue = District shared service contracts, professional development registrations and other miscellaneous revenue.



Governance

CESA 9 is governed by an 11 member Board of Control elected by a delegate assembly at the CESA Annual Convention. Delegates adopt policies governing the operation of the CESA. The delegate assembly consists of one school board member from each of the school districts in the CESA region. The Board of Control generally meets monthly at the CESA 9 office.

Board of Control Membership 2016-2017

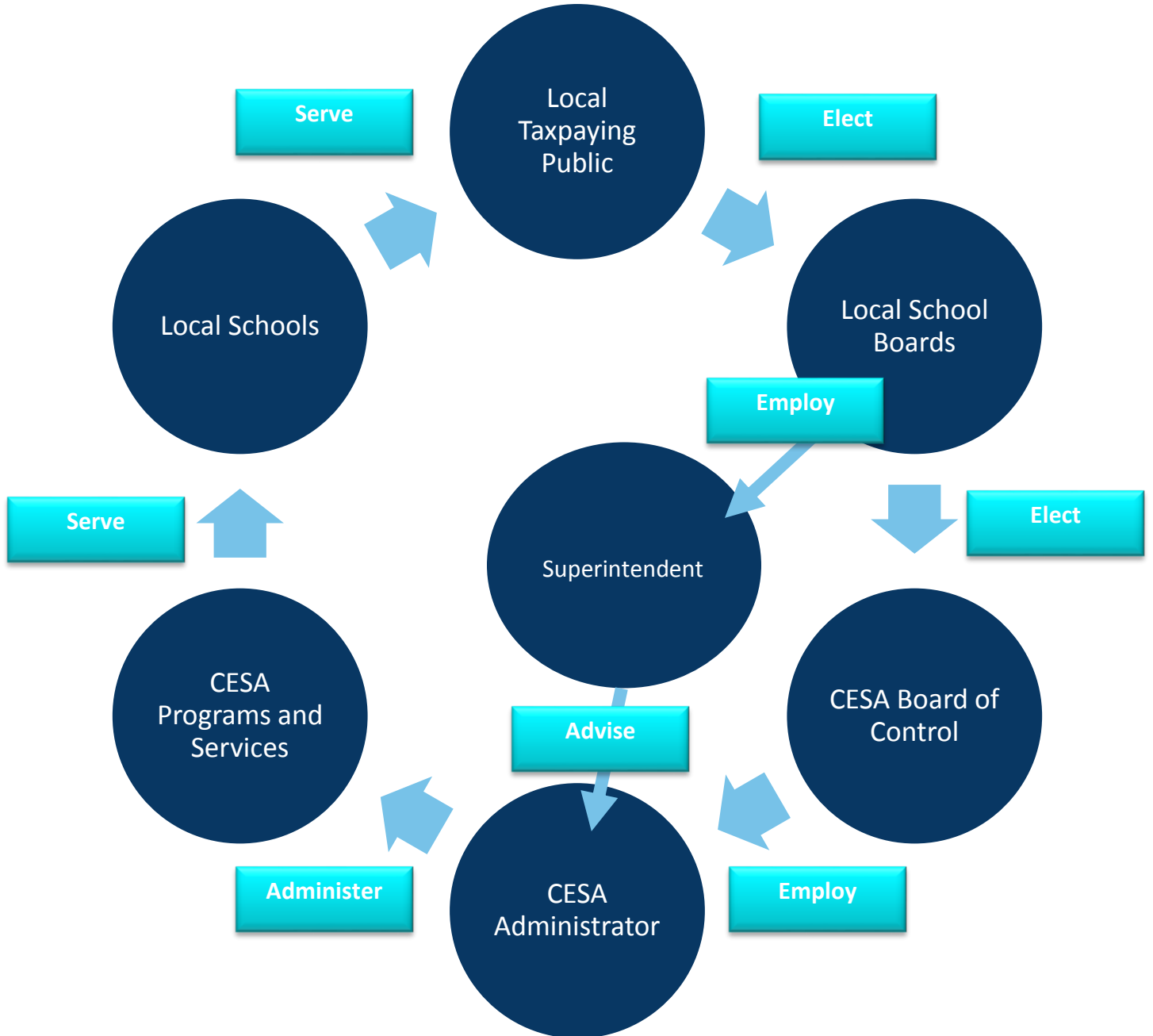
DISTRICT	NAME	CLASS	TERM EXPIRES
Antigo	Andy Merry	Large	2018
Athens	Kevin Zubke/Shanon Peel	Small	2018
D.C. Everest	Helen Ackermann	Large	2017
Northland Pines	Phillip Epping/Chris Petreikis	At-Large	2018
Prentice	Helen Palmquist	Small	2017
Rhineland	Duane Frey	At-Large	2017
Rib Lake	Scott Everson/Vacant	Small	2018
Stratford	Dan Thompson	Medium	2018
Three Lakes	Tom Rulseh	Medium	2018
Tomahawk	Tyler Stevenson	Medium	2017
Wausau	Theresa Miles	Large	2018

Board of Control Officers for 2016-17

Andy Merry, Chair	Antigo
Scott Everson, Vice Chair	Rib Lake
Tom Rulseh, Treasurer	Three Lakes

Relationships Among Key Stakeholders

This graphic is designed to demonstrate the various relationships among key stakeholders of our Agency.



Leadership

The Professional Advisory Committee (PAC) is composed of the district superintendent from each of the 22 school districts in the CESA 9 region. The PAC, by state statute, is to provide advice and direction to the CESA Agency Administrator. The PAC meet on a monthly basis (September – May).

An Executive Committee (PAC Exec) consists of five superintendents elected by their peers that represent large, medium and small districts. PAC Exec meetings are held monthly during the school year to assist the Agency Administrator in planning the PAC agenda and to advise on special projects.

Professional Advisory Committee 2016-17

Antigo	Brian Misfeldt
Arbor Vitae-Woodruff	Jocelyn Smith
Athens	Tim Micke
DC Everest	Kristine Gilmore
Edgar	Cari Guden
Elcho	William Fisher
Lac du Flambeau	Larry Ouimette
Lakeland Union HS	Jim Bouche
Marathon	Richard Parks
Merrill	John Sample
Minocqua-Hazelhurst-	
Lake Tomahawk	Jim Ellis
Mosinee	Ann Schultz
North Lakeland	Brent Jelinski
Northland Pines	Mike Richie
Phelps	Delnice Hill
Prentice	Randy Bergman
Rhinelander	Kelli Jacobi
Rib Lake	Lori Manion
Stratford	Scott Winch
Three Lakes	George Karling
Tomahawk	Terry Reynolds
Wausau	Kathleen Williams



2016-17 PAC Executive Committee

Kathleen Williams, Wausau - Chair
Brent Jelinski, N. Lakeland - Vice Chair
Randy Bergman, Prentice
George Karling, Three Lakes
Rick Parks, Marathon

PAC Meeting Topics 2016-17

Discussions with Area Legislators - Legal Issues - Evidence-based Leadership - Academic and Career Planning - State Budget Issues - Wisconsin Digital Learning Collaborative - Student Loan Forgiveness Program - WI Mental Health Framework - Excellence in Teaching Program - Post-secondary Connections - Future Ready

Feedback from Superintendents about PAC Meetings

“Well-oiled machine. Phenomenal service to our district.”

“I appreciate all the effort to address districts’ needs and appreciate all the high quality opportunities made available by the agency administrator and all CESA staff.”

“I continually hear from our staff that the offerings from CESA 9 continue to improve and are more and more worthwhile.”

“PAC meetings are well organized and content is good as well!”

Wisconsin CESAs

The CESA Statewide Network is a collaborative effort between the twelve CESAs to provide leadership, leverage resources, and strengthen regional capacity. **CESA Administrators for 2016-17:**

CESA 1

Mary Gavigan, Administrator
Pewaukee, WI
www.cesa1.k12.wi.us

CESA 2

Gary Albrecht, Administrator
Whitewater, WI
www.cesa2.org

CESA 3

Don Stevens, Administrator
Fennimore, WI
www.cesa3.org



CESA 4

Cheryl Gullicksrud, Administrator
West Salem, WI
www.cesa4.k12.wi.us

CESA 5

Jeremy Biehl, Administrator
Portage, WI
www.cesa5.org

CESA 6

Ted Neitzke, Administrator
Oshkosh, WI
www.cesa6.org

CESA 7

Jeffrey Dickert, Administrator
Green Bay, WI
www.cesa7.org

CESA 8

David Honish, Administrator
Gillett, WI
www.cesa8.org

CESA 9

Karen Wendorf-Heldt, Administrator
Tomahawk, WI
www.cesa9.org

CESA 10

Mike Haynes, Administrator
Chippewa Falls, WI
www.cesa10.k12.wi.us

CESA 11

Jerry Walters, Administrator
Turtle Lake, WI
www.cesa11.k12.wi.us

CESA 12

Ken Kasinski, Administrator
Ashland, WI
www.cesa12.org



CESA Statewide Network

Jesse Harness, CSN Commissioner
jyharness@gmail.com

School Improvement Leadership Team (SILT)

The School Improvement Leadership Team (SILT) meets monthly to monitor current trends, initiatives, and changes in the educational landscape. We collaborate to determine strategies to best meet the unique needs of each of our school districts. We learn and lead together to better support our member districts in achieving their missions of enhancing learning for students.

CESA 9 School Improvement Team Members

Dr. Karen Wendorf-Heldt	Hilary Cordova	Michele Nickels
Archie Barribeau	Casey Gretzinger	Dawn Nordine
Al Betry	David Kunelius	Beth Tepper
Ann Brigham	Jenny Miner	Lynn Verage
Matthew Collins	Linda Myers	

Routinely, our School Improvement Leadership Team works with districts in CESA 9 and across the state to continuously improve the quality and scope of the educational programming they provide to students. To be effective in that work, we must "walk our talk" and model that same approach in our collective work as an Agency. Therefore, CESA 9 is committed to applying a model of continuous quality improvement in all aspects of our work as an educational service agency. The following graphic illustrates that model:

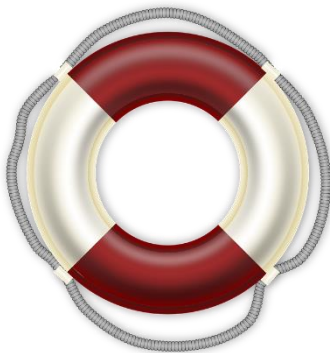
Continuous Quality Improvement



We frame our thinking about continuous quality improvement around three concentric circles that represent the "why," the "how," and the "what" of our work. We begin at the center by defining **why** we exist and do the service work we do. Simply stated, we exist as an Agency to **provide quality service aimed at improving educational opportunities**. It's the brand tagline in our CESA 9 logo and, in a nutshell, it describes our core mission.

The second of the three circles defines **how** we do our work at CESA 9. We seek to attract and retain a highly competent, highly engaged workforce. Those employees commit to a result-oriented work environment where customer focus, collaboration, productivity, and accountability are key. As a staff, we hold ourselves and one another to a number of shared commitments that guide how we interact with one another and our customers:

- We collaborate to design services that meet or exceed customer needs
- We are prepared, ready to learn, and thoughtfully engaged
- We “manage up” to contribute to a trusting, respectful, supportive work environment
- We communicate our perspectives and listen to understand other perspectives
- We follow through with purposeful actions
- We are reflective and celebrate excellence
- We integrate our individual strengths--striving for continuous improvement and innovation



Additionally, leadership commits to providing ongoing support and coaching of employees to strengthen their capacity for enhanced job performance.

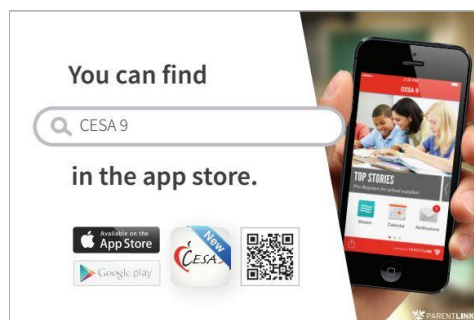
The outer circle articulates **what** strategies we engage to continuously improve existing programming and service and to design new programming and service. You may already be familiar with the PLAN-DO-STUDY-ACT cycle for improvement. The bullets underneath each part of that cycle further define the actions we take in each step of the process.

As an educational service agency, we have found that beginning with the **WHY** and then defining the **HOW** results in being more effective at **WHAT**ever it is we design to provide "quality service improving education."

Highlighted Programs and Services

The following pages feature a sampling of the programs and services we offer at CESA 9 to support learning in our region of the state. In addition to the programs and services described in this report, here are some other “new and improved” highlights from 2016-17:

- 2nd annual CESA 9 Job Fair held at NTC
- Excellence in Teaching Program (new in summer of 2017)
- 1st Annual Bookkeeper & Payroll Professionals Conference
- **Three districts** are utilizing the [WDLC EdReady](#). This is a program that helps students for upcoming local math classes or curriculum, supplement their skills while taking a math class, revisit possible gaps in general math skills, become better prepared for college math, practice math skills needed for a desired career path, or study and review math concepts for a standardized exam.
- Wisconsin Virtual School, a founding partner of the [Wisconsin Digital Learning Collaborative](#) (WDLC), sponsored the Blended Learning Summit in April featuring nationally respected expert, Heather Staker, for nearly **150 Wisconsin educational leaders**.
- CESA 9 Directors and Program Assistants have had a [Ready to Blend](#) training and will be implementing strategies to provide more *blended* professional learning opportunities.
- Second Educational Leadership cohort completed their two-year preparation program through the CESA 9/Viterbo partnership and are ready to serve as PK-12 principals.
- In partnership with DPI, we were able to recruit and house a VISTA, Galen Azbell, to work with district homeless liaisons.
- Welcomed new employees: Ryan Kottke, Payroll/Accounting Specialist, and Teri Phalin, Behavior Strategist/Program Support Coordinator.
- All districts participated in College and Career Ready IEP training.
- Regional Services Network Director, Title I Director and School Improvement personnel participated in joint planning sessions in preparation for ESSA and IDEA Results Driven Accountability supports to districts.



By downloading our FREE APP you can stay up-to-date with everything happening at CESA 9!

School Improvement Services

The primary purpose of the School Improvement Services is to assist districts in building capacity to improve the achievement of all students. These services include:

Program Support and Leadership

- Take a leadership role in introducing new or innovative programs that support the individual needs of member school districts
- Provide, upon request, direct assistance to district leadership and educational professionals
- Assist with the development of district/building needs assessments for the purpose of evaluating, developing, and implementing existing and future school improvement initiatives

Communication, Learning, and Networking Opportunities

- Provide networking (communication links) among all general leadership personnel and administrators in the CESA 9 region and the DPI
- Coordinate regular meetings for leadership personnel, curriculum leaders, and school principals
- Provide individual consultation to local member districts

Access to Support Services

- Arrange school-based services
- Provide access and support to competitive state grants, national grants, and discretionary project activities in accordance with grant assurances and expectations

Efficient, Targeted, and Varied Professional Development

- Provide regional and on-site staff development programs (workshops, study groups, mentoring classes, virtual classroom, and individual consultation) at member rates that are based on needs identified through district needs assessments by school personnel, students, parents, and community members
- Develop a data-driven evaluation and feedback system for professional development programs
- Provide paraprofessional and substitute teacher training at member rates
- Provide data retreats at member rates



School Improvement Services Continued



Highlights and Data from 2016-17

- Substitute teacher trainings offered both on and off-site with over 30 participants trained
- 1890 educators served via School Improvement in-district workshops and networking meetings
- 1437 educators served via School Improvement workshops and networking meetings at CESA 9
- CESA 9 Student Learning Objective LiveBinder has been utilized/viewed 10,676 times and Creating a Quality PDP binder has been utilized/viewed 4,545 times
- Upcoming Events Newsletter subscriber list has increased by 48% or 194 new subscribers
- Provided year-long leadership networking sessions for principals, curriculum directors and district assessment coordinators
- Provided leadership coaching trainings
- Customized school improvement support provided based on district need
- Provided accountability and assessment updates and trainings

Feedback from Participants:

“I am so excited for the teacher certification program coming up and look forward to seeing it expand.”

“CESA 9 does a great job of providing support opportunities for teachers.”

“Best coaching workshop I’ve attended - ever!”

“Great information presented - easy to locate resources using LiveBinder.”

“Doing a great job, as always!”

“Please continue to offer these opportunities to keep us all headed in the right direction.”

Contacts: Al Betry – abetry@cesa9.org
715.453.2141 ext. 222
Casey Gretzinger – cgretzinger@cesa9.org
715.453.2141 ext. 225
Linda Myers – lmyers@cesa9.org
715.453.2141 ext. 237

Educator Effectiveness

Act 166, Wis. Stat. 115.415 requires the Department of Public Instruction (DPI) to develop an Educator Effectiveness (EE) system and begin implementation of the system in the 2014-15 school year. The work can be done using the DPI model or an approved equivalency model such as the Effectiveness Project (EP).



Feedback from Participants:

“The WOW series has given our district an excellent roadmap for developing essential standards, creating common formative assessments, and utilizing RtI interventions to the best of our ability.”

“Great development with both my leadership team and my full staff. We’re moving towards true collaboration.”

“All the information and examples provided were used.”

“Guided work time was very helpful. Being given the CESA resources with examples of other EE documents will be very nice as the year progresses.”



Highlights and Data from 2016-17

- Hosted 8 WOW (Working on the Work) DPI co-sponsored sessions with over 423 total participants
- Hosted Chris Jakicic (author/researcher) at CESA 9 for statewide WOW session 2
- Facilitated onsite EE support with over 225 attendees
- Hosted EE support events at CESA 9 with 117 participants
- Facilitated quarterly networking and support sessions for CESA 9 EELs (Educator Effectiveness Leaders) and EPICs (Effectiveness Project Implementation Coaches)
- Provided EE support and troubleshooting for our district leaders
- Provided an EP Bootcamp for 27 area educators new to teaching or new to the EP model



Contact: Al Betry – abetry@cesa9.org
715.453.2141 ext. 222

Linda Myers – lmyers@cesa9.org
715.453.2141 ext. 237

PI 34 Teacher License Renewal and Support Services

The Wisconsin Quality Educator Initiative PI 34 requires all school districts to provide a support system for initial educators who complete educator preparation programs after August 2004. The support system must include: ongoing orientation; support seminars; a qualified mentor for each initial educator who has been trained to provide input into the confidential formative assessment of initial educators; and an administrator who has been trained in the Professional Development Plan (PDP) team process.



Highlights from 2016-17

- Provided PDP trainings both on-site and in-district to over 323 teachers and administrators
- Daily PDP support for all School Improvement members
- Guided practice in MyQEI and WECAN online tools
- Continued support and group administrator guidance of WIPDP online tool
- Training and ongoing professional development and coaching for Initial Educators and mentors
- Participated in Pilot Licensing Training provided by DPI to offer licensing support to all our teachers, administrators, and pupil service professionals
- Provided Initial Educator Book Study with an emphasis on literacy
- PI 34 LiveBinder resource for all School Improvement members with over 4,757 views
- 100% of participants would recommend attending the PDP workshop at CESA 9 to a colleague

Feedback from Participants:

“Great use of work time, facilitation and collaboration!”

“Step-by-step instruction on how to create our PDP - great instructor - very helpful.”

“Everything was explained well and having work time throughout was PERFECT!”

“The people who led this were AMAZING! Crazy helpful and patient. Awesome crew!”

Contacts: Al Betry – abetry@cesa9.org
Casey Gretzinger – cgretzinger@cesa9.org
Linda Myers – lm Myers@cesa9.org



The **Title I Network** provides technical assistance and professional development for districts. It also assists in implementing effective Title I programs in addition to providing districts additional Title I support to further raise student achievement.

Feedback from Participants:

“It validated the professionals I coach. It had a format that connected to sound instructional practices, kept the student at the center and embedded multiple types of research.”

“It really helps my team to bring back the discussion of how to meet individual student needs. Sometimes the goal setting that is so meaningful has taken a back seat.”

“Today was well worth the time. Very productive day, Thank you!”

Professional Learning Highlights from 2016-17

- Teams from 4 districts with 17 participants attended Engaging with Families
- 9 districts with 49 participants attended the Annual Northwood’s Paraprofessional Summit in Minocqua
- Various Literacy Trainings offered: *The Reading Strategies* Book Study Series, Lucy Calkins Unit of Writing Training Jumpstart Grades K-5, & Samantha Bennett’s Personalized Coaching: How to Use What Teachers Know to Help Them Grow
- Technical Assistance for Title I Coordinators via Coordinator Meetings, Title I Orientation workshop, Title I Webinars, ESEA Application Writing workshop, and Title Schoolwide Planning workday
- 50% of Title I Coordinators participate in the face-to-face Title I Coordinator’s meetings to network and receive updated information and resources regarding Title I law, programming, reporting requirements and monitoring

Contact: Casey Gretzinger – cgretzinger@cesa9.org
715.453.2141 ext. 225

Title III – A ELL Consortium

The primary focus of the CESA 9 Title III Consortium and Network is to provide high quality and relevant professional development, needs assessment, and program support to school districts and teachers with culturally and linguistically diverse students. CESA 9 receives Title III funding to assist member districts with not only meeting legal mandates, but also to facilitate the sharing of ideas, resources, and expertise within our member districts.

CESA 9 also coordinates a Title III Consortium composed of school districts whose allocations are less than \$10,000. The consortium supports the district's efforts in meeting the educational needs of their English Language Learners (ELL students). The Title III Consortium currently is composed of 16 school districts in CESAs 9 and 12.

Professional Opportunities Offered for Consortium Members:

- Title III Coordinator Network Meeting
- Tips & Tactics for Working with English Language Learners (ELL's)
- LiveBinder of Resources
- Individualized Technical Support for New Title III Coordinators



Feedback from Coordinators and Workshop Participants:

“It will definitely help me with creating and then implementing the monitor sheets and individual plans. Thank you!”

“Extremely helpful - with only one EL student and no official program, this was invaluable to getting started.”

“Conversation, questions from others at the training, recreating an awareness of cultures and their importance, review of all information.”

“Laws - compliance, conversation and LiveBinder.”

Contacts: Matthew Collins for coordinating consortium – mcollins@cesa9.org
715.453.2141 ext. 254

Teri Phalin for technical support and professional development– tphalin@cesa9.org
715.453.2141 ext. 232

Wisconsin Safe and Healthy Schools

The Wisconsin Safe and Healthy Schools Training & Technical Assistance Center builds the capacity of Wisconsin public school districts to implement programs that effectively prevent and intervene in alcohol and other drug abuse and violent behavior among students in order to reduce these barriers to learning. The Wisconsin Safe and Healthy Schools Center is a collaborative project between the Department of Public Instruction (DPI) and the CESA Statewide Network (CSN).

CESA 4 is the fiscal agent and houses the WISH Center Director. Four Regional Coordinators located in CESAs 6, 7, 9, and 10 coordinate/present training events and provide technical assistance on a variety of safe and healthy school topics.

Highlights and Data from 2016-17

- Trainings were held in all 12 CESAs and online. **1,473 educators** were trained in Active Students are better Learners; Educating Mindfully; Emerging Drug Trends; Helping Students Through Trauma and Loss; Honest, Open, Proud Mental Health Facilitator Training; Just in Time; My Sexual Health: My Future; Restorative Practices; School Safety (PREPaRE); School SBIRT; Suicide Prevention; Youth Mental Health First Aid. Participants were from 211 school districts, 8 private schools and 53 individuals or organizations
- There were **9,325** unique visitors to the website in the last year. Over **5,180** people read the monthly e-newsletter. Two online AODA classes with 26 participants from 23 schools and organizations were offered
- With Federal Emergency Management funding through the DPI, 9 PREPaRE, a regional Readiness and Emergency Management training, and a Resiliency Trainer of Trainers workshop were held throughout the state



Contact: Lynn Verage – lverage@cesa9.org
715.453.2141 ext. 228

Highlights and Data from 2016-17

- Two Safe and Healthy Schools Network meetings were held for district coordinators for the purpose of networking and gaining current information on alcohol, tobacco, other drugs, violence prevention and state initiatives
- The fall meeting agenda consisted of DPI updates along with an update on the WI Safe and Healthy Schools Center. Professional development opportunities were shared along with resources. Lifesaving skills instruction requirements for 2017-18 were reviewed and attendees participated in a “Hands Only CPR” course. Each participant received a CPR in Schools training kit from American Heart Association. Marijuana prevention and education resources were shared
- The spring meeting agenda consisted of presentations on the following DPI initiatives: Trauma Sensitive Schools, Mental Health, and Suicide Prevention
- AODA Grant Writing workshop – DPI AODA competitive grants were made available for 2017-19. During this session, participants learned about the requirements of the DPI AODA grant competition and were given time to work as a team on the application with assistance from the CESA 9 Safe and Healthy Schools Coordinators



Healthy Schools

Contact: Lynn Verage – lverage@cesa9.org
715.453.2141 ext. 228

Wisconsin RtI Center/Wisconsin PBIS Network

The Wisconsin Response to Intervention (RtI) Center is a collaborative project between the CESA Statewide Network and the Department of Public Instruction. The Wisconsin RtI Center is dedicated to ensuring that all students have equitable services and practices based upon their responsiveness to effective instruction and intervention. The goal is to assist Wisconsin schools with putting high-quality instruction, balanced assessment and collaboration practices and systems into operation. In 2010, the Center also formed the Wisconsin PBIS Network to help Wisconsin Schools use Positive Behavioral Interventions and Supports to increase student success. For more information on the Wisconsin RtI Center or the WI PBIS Network go to:

www.wisconsinrticenter.org or www.wisconsinpbisnetwork.org



Highlights and Data from 2016-17

- Held 7th Annual Summer Conference
- Provided statewide trainings in: Coaching and Leadership in an RtI System, Classroom Management, Culturally Responsive Practices, Universal Design for Learning, Tier 3 PBIS Wraparound, Online Complex FBA and Tier 2 High School PBIS
- Continued to support pilot-demo sites in High School Early Warning Systems, High School Tier 3 reNEW, Culturally Responsive Practices, and Family Engagement
- Continued with team trainings across the state in Tier 1 and Tier 2 systems, updates of the Network website, training of WI trainers, preparation of WI Tier 3 training materials, school recognition process, state advisory/leadership team and work groups, state technical coordinator meetings, identification and adoption of evidence-based practices, and public relations such as the RtI Center e-newsletter and website postings
- In CESA 9, 57 schools have been trained in PBIS at the Universal/School-wide level and 42 schools have been trained at the Selected Group/Tier 2 level, and 7 at the Intensive/Tier 3 level

Our vision: ALL Wisconsin students will learn and be successful in life.

Our mission: Build the capacity of Wisconsin schools to develop and sustain a multi-level system of support to ensure the success for all students

CESA 9 Contact: David Kunelius
dkunelius@cesa9.org

Special Education Leadership

CESA 9 Special Education Leadership provides consultation, leadership, and assistance both locally and regionally.



Highlights and Data from 2016-17

- New directors from Rib Lake and Lakeland Union High School were supported throughout the school year concerning budget, staffing, program needs, and professional development
- Assisted southern region districts in coordinating Project SEARCH development
- Initiated discussions on alternative school programs
- Fielded technical assistance requests
- Secured staffing for school psychology, occupational therapy, speech therapy, and program support
- Continued fostering distance programming for speech therapy, occupational therapy, and homebound student classroom participation via robotics
- Continued mental health program development
- Provided overview of RDA (Results Driven Accountability) system in Wisconsin
- Supervised 4 special education classrooms
- 22 School Districts have been served through special education leadership meetings, online technical resources, and consultation services
- 20 directors of special education throughout the year have accessed special education leadership services including meetings and in-district consultation

Contacts: Matthew Collins – mcollins@cesa9.org
715.453.2141 ext. 254

Special Education Programs and Itinerant Services

The CESA 9 Special Education Department provides contractual local special education administrative leadership, instructional staff, cooperative programs, and related services. Select related services are provided through Telepresence (online) if requested.

Highlights and Data from 2016-17

- Special Education Director (1 CESA 9 District)
- Behavior Strategist (8 CESA 9 Districts)
- Occupational Therapy (3 traditional and 3 telepresence within CESA 9 Districts)
- Speech and Language Therapy (2 traditional and 2 telepresence in CESA 9 Districts)
- Vision/Orientation & Mobility (9 CESA 9 Districts, 2 outside)
- School Psychologist (4 CESA 9 Districts)
- Regional Shared Classroom (5 CESA 9 Districts)



School-Based Services

CESA 9 contracts with third party billing provider MJ Care to secure volume rates to recover SBS benefits for participating districts (Arbor Vitae-Woodruff, Lac du Flambeau, Merrill, Minocqua-Hazelhurst-Lake Tomahawk, Lakeland Union High School, North Lakeland, Northland Pines, Phelps, Prentice, Rhinelander, Rib Lake and Three Lakes)

Highlights and Data from 2016-17

- \$1,495,780 was recovered for the 12 participating districts

Contact: Matthew Collins – mcollins@cesa9.org
715.453.2141 ext. 254

Special Education Regional Classroom – Northern Achievement Centers

Established in January 2005, the CESA 9 Northern Achievement Center (NAC) provides the educational placement option of a separate school/separate class for any CESA 9 school district to access for students who require a highly structured, nurturing environment as they learn social and behavioral skills in addition to their academic programming. Currently housed in two districts, the Merrill School District NAC and the Northland Pines NAC have two classrooms separated into Kindergarten through 5th grade and 6th through 12th grade.



Highlights and Data from 2016-17

- 14 students (grades K-5) from 6 districts
- 21 students (grades 6-12) from 6 districts
- 3 students (grades K-5) at various stages of reintegration to home school, one student day treatment
- 2 students (grades 6-12) graduated, 4 other students at various stages of reintegration to home school, and 1 student transferred

Contact: Matthew Collins – mcollins@cesa9.org
715.453.2141 ext. 254

Teri Phalin, Behavior Strategist – tphalin@cesa9.org
715.453.2141 ext. 232

Regional Service Network

The over-arching purpose of the Regional Service Network (RSN) is to advance statewide growth in academic achievement for students with disabilities through targeted technical assistance to districts in a coordinated effort with other IDEA discretionary grants.



Highlights and Data from 2016-17

- Held seven leadership meetings for regional directors of special education/pupil services
- Provided regular, ongoing technical assistance to targeted schools around reading and graduation gaps between students with and without disabilities
- Four schools participated in continued data analysis and development of school improvement plans designed to target the reading achievement gap between students with and without disabilities (SOARING initiative)
- Facilitated in-district data dig
- Conducted six in-district and 2 regional IEP trainings
- Facilitated Beyond Diversity training
- Supported 3 new directors in districts and attended new director trainings with the region's new directors
- Educators from all 22 CESA 9 districts attended special education related trainings, workshops, and networking sessions
- Directors representing 21 districts from the CESA 9 region attended Special Education Leadership meetings
- Approximately 30 educators from four schools engaged in the SOARING initiative

Contact: Matthew Collins – mcollins@cesa9.org
715.453.2141 ext. 254

Disproportionality Technical Assistance Network

The Disproportionality Technical Assistance Network, "the Network," is a multi-tiered system of compliance activities and improvement supports to address racial disproportionality in special education. The Network is a Wisconsin collaboration among the Department of Public Instruction, Cooperative Educational Service Agencies (CESAs), local education agencies, institutions of higher education, and community stakeholders.



In an effort to increase the coherence of professional learning and technical assistance for Wisconsin educators, the Network staff is working collaboratively to host an event that will:

- Replace three annual conferences: *Summit to Address Disproportionality; Innovation, Implementation, and Sustainability*; and the *State Personnel Development Grant Showcase*
- Align with and extend professional learning offered through the Wisconsin Rtl Center, the Disproportionality Technical Assistance Network, the 2017-18 WOW series, and Wisconsin's professional education organizations

This event, ***Innovations in Equity: Improving Our Practice*** is focused on innovations and improvements to close opportunity gaps and improve student outcomes. The event will celebrate the successes of Wisconsin districts and schools that are closing gaps for students. The event will connect Wisconsin educators who are leading for equity, using data to make decisions, and focusing on teaching and learning. The event will provide technical assistance to districts and schools identified under ESSA and IDEA.

Target Audience/Who Should Attend:

- Teams responsible for closing achievement gaps based on race and/or disability status
- Teams responsible for improving student outcomes
- IHE education faculty and students

Please mark your calendars for September 25th and 26th. This will be an event you won't want to miss. We anticipate 600 educators and pre-service teachers from around Wisconsin to attend this two-day event. [More information and registration link](#)



Contact: Casey Gretzinger – The Summit Project Director

cgretzinger@cesa9.org

715.453.2141 ext. 225

Early Childhood: Special Education Program Support



The CESA 9 Early Childhood Program Support teacher has the responsibility to provide early childhood support and leadership to the CESA 9 region and to be the liaison with Early Childhood Collaborating Partners. The position also targets support around the early childhood indicators: Indicator 6 – Preschool Environments; Indicator 7 – Child Outcomes; and Indicator 12 – Transition from Birth to Three.

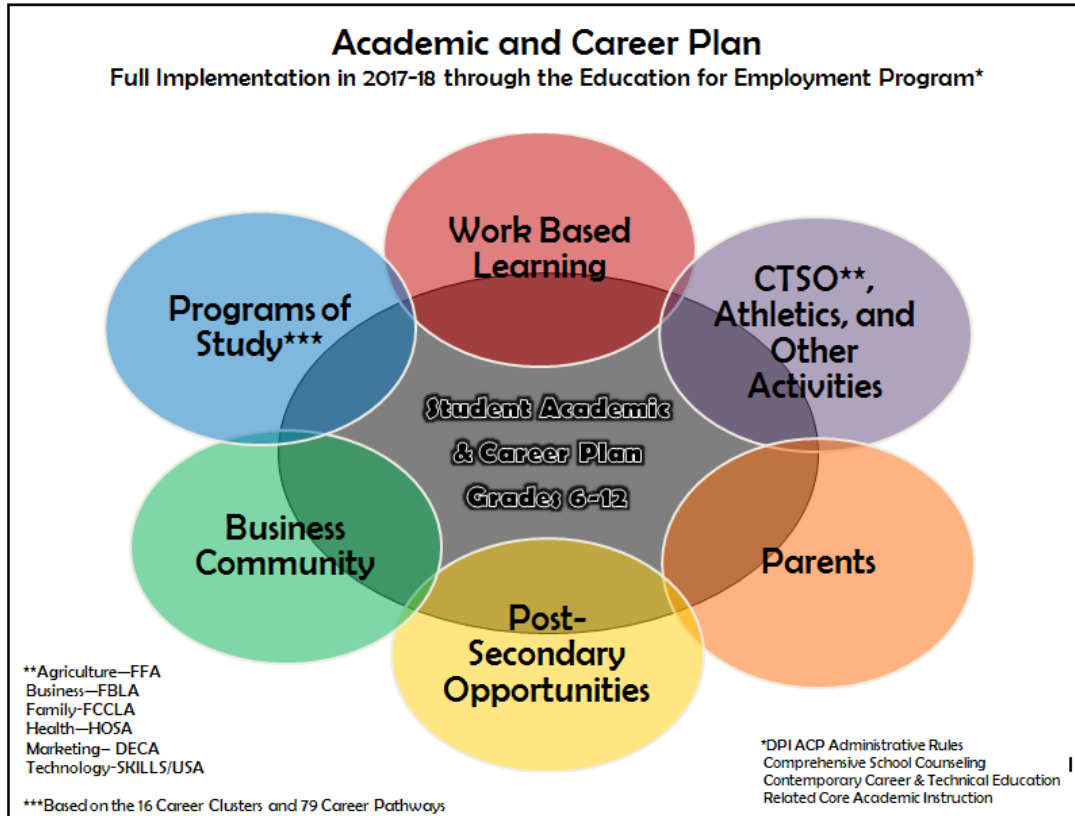
Highlights and Data from 2016-17

- We hosted a book group with CESA 1 on *When Play Isn't Easy: Helping Children Enter and Sustain Play*. We looked at why play is important, how it connects to standards, “toyed” with a play assessment, researched and shared play strategies to meet student goals
- Hosted a 4K Leadership Forum
- Held monthly Early Childhood Special Education Networking meetings **virtually** saving time on travel and giving teachers an opportunity to connect with their questions and shared topics of interest
- Had an all-day training on Early Childhood: Special Education Apps for Language and Literacy
- Hosted a two-day training on Routines-Based Interviews which leads to stronger family relations, the writing of more functional IEP goals as well as impacting the rating of preschool outcomes for Indicator 7
- Had a year-long study on Equipping Early Childhood Special Education Teachers for Greater Impact in Inclusive Settings
- Supported districts onsite for Indicator 7, 4K-5K alignment of Curriculum/Assessment and Instruction, Child Find, benchmarks of quality, etc.
- 15 districts and multiple collaborating partners (Head Starts, B to 3, Child Cares, Wisconsin Facets) took advantage of 2016-17 offerings for professional learning on early childhood topics

Contact: Beth Tepper – btepper@cesa9.org
715.453.2141 ext. 226

North Central Career & Technical Education Consortium

The primary purpose of the consortium is the improvement of career and technical education programming in the 14 participating high schools.



Highlights and Data from 2016-17

- Inservice for the 14 district Career & Technical Education liaisons
- Workshops for all 14 participating districts in reviewing their Education for Employment plans and planning for the 2017-18 school year, including Carl Perkins Act budgets for their approved programs of study
- Completed work of the task force on strategies in which districts can collaborate to deliver career and technical education
- 50 educators participated in the various workshops throughout the year
- 2016-17 was a transition year as the consortium will have new leadership in the 2017-18 school year

Contact: Fred Skebba (2016-17) – fskebba@cesa9.org
Marla Konkol (2017-18) – mkonkol@cesa9.org

Youth Apprenticeship Program

The primary purpose of the Youth Apprenticeship program is to provide one- or two-year youth apprenticeships to area high school students. In 2016-17, the following districts participated in the program: Lakeland Union, Phelps, Rhinelander, Crandon, Laona, Mercer, Tomahawk and Wabeno.



Highlights and Data from 2016-17

- Provided two inservice meetings for the eleven school youth apprenticeship coordinators
- Maintained ongoing communication with the three primary youth apprenticeship staff members at the Department of Workforce Development in Madison
- Many employers were contacted about participation. A number of them did participate in 2016-17 and are interested for the 2017-18 school year
- Special efforts continue to involve Native American students in various employment sites on the Lac du Flambeau reservation
- Preliminary planning is underway for some students to complete a youth apprenticeship and then go directly into a registered adult apprenticeship

Contact: Fred Skebba (2016-17) – fskebba@cesa9.org
Marla Konkol (2017-18) – mkonkol@cesa9.org

Personalized Learning

During the 2016-17 school year, CESA 9 Personalized Learning Initiative impacted the CESA 9 region through Personalized Learning Bootcamps, Personalized Learning Network workshops, book studies, in-district trainings, coaching in the field and the addition of Universal Design for Learning professional development.

Highlights and Data from 2016-17

Comments from participants:

“Love the resources and examples available.”

“Very informational, practical and even fun.”

“Great background and meaningful activities.”

“Love it all. Validates what I know.”

“Will start implementing tomorrow!”

- August Bootcamp in Wausau
- Professional development sessions at DC Everest
- Fall Book Study
- Personalized Coaching in Merrill and DC Everest
- Genius Hour presentation in Edgar
- Genius Hour Activities workshop in Antigo
- Universal Design for Learning workshop for the CESA 9 region
- Universal Design for Learning for Stratford
- District-wide trainings in DC Everest, Edgar, Merrill, Stratford, and Wausau
- 9 districts participated in the Personalized Learning Action Network
- 9 districts were represented at the CESA UDL workshop



Contact: Archie Barribeau, Director of Technology & Digital Learning Services
abarribeau@cesa9.org

Technology & Digital Learning Services

The primary responsibility of the Technology and Digital Learning Service is to assist CESA 9 districts as they strive to meet the educational needs of the students through the use of effective technology integration. During the 2015-16 school year, CESA 9 Technology and Digital Learning Initiative impacted the CESA 9 region through Technology Director meetings, Blended Learning Consortium seminars, Technology Integration workshops, Library Media Specialist and Technology Integrator's networking, Game-based Learning seminars, in-district training, and coaching in the field.



Comments from participants:

“The technology meetings have been a great chance for me to learn and see how other districts handle similar problems!”

“Loved the assistive technology strategies.”

“Appreciate the opportunity to meet with like minds and discuss issues that surround today’s libraries.”

“Will use many of these tools this year.”

Highlights and Data from 2016-17

- 4 Technology Director’s meetings
- 4 Library and Integrator’s Consortium seminars
- TEACH Grant Consortium and support (9 districts)
- Three TEACH Events -Leading with Technology- (over 100 participants)
- WEMTA Presentation (40 participants)
- Google and Technology training in Elcho
- District-wide Technology trainings for DC Everest, Elcho, Merrill, Mosinee
- Google Apps for Education workshops (15 participants)
- Game Based Learning presentation in Merrill
- Edcamps
- Breakout EDU trainings
- Technology Integration Coaching sessions
- Assistive Technology
- Blended Learning & Technology Networks (9 districts participated)

Contact: Archie Barribeau, Director of Technology & Digital Learning,
abarribeau@cesa9.org

Grant Writing/Grant Evaluation Services

Monitoring and discovery of public and private funding sources at the local, state, and national levels; project development and proposal writing to assist school districts with bridging the program funding gap. Other services include critiquing/editing services, grant-writing training and grant evaluation services.



Highlights and Data from 2016-17

- Secured grants through the State of Wisconsin to assist with funding Fabrication Labs for three school districts
- Assisted the TEACH Grant Team with meeting grant requirements and assembling the grant application for 8 school districts to receive funds for teacher professional development
- Assisted two school districts with writing 21st Century Community Learning Center grant proposals
- Worked with the Town of Woodruff Fire Department to develop a proposal for the highly competitive FEMA Assistance to Firefighter's Grant to fund a new aerial ladder fire truck
- In the process of developing a project proposal for the federal Comprehensive School Safety program grant - a year-long project - to secure over \$1.5 million in funding for a five-year project
- In the process of developing a project proposal through the Wisconsin Partnership Program for a \$1 million mental health project
- Initiated and in the process of developing partnerships with UW-Stevens Point and UW-Marathon County and Wisconsin Institute for Public Policy and Service to facilitate robust grant projects
- Performed grant evaluation services for two funded projects totaling nearly \$3.3 million in federal grant funding
- Met with grant consortium members to learn about each district and discover program funding needs to aid in finding grant opportunities
- Discovered over \$40 million in potential grant funding opportunities and provided summaries of those opportunities to school districts purchasing grant writing services
- 67% grant success rate
- 4 of 6 grants funded, total: \$142,016

Contact: Ann Brigham, Grant Writer/Evaluator, abrigham@cesa9.org
715.453.2141 ext. 223

Wisconsin Digital Learning Collaborative (WDLC)

Wisconsin Virtual School (WVS) was created as a statewide online program originating out of Cooperative Educational Service Agency 9 (CESA 9) in 2000. Through a partnership between the DPI and CESA 9, WVS has operated independently as the state virtual school since 2008. The Wisconsin eSchool Network (WEN) is a consortium of 28 partnering school districts, eight of which are among the 11 largest districts in the state.

WVS and WEN signed a Memorandum of Understanding with the Wisconsin Department of Public Instruction in 2012 to operate under the umbrella of the [Wisconsin Digital Learning Collaborative](#) and meet the statutory requirement of the Wisconsin Web Academy.



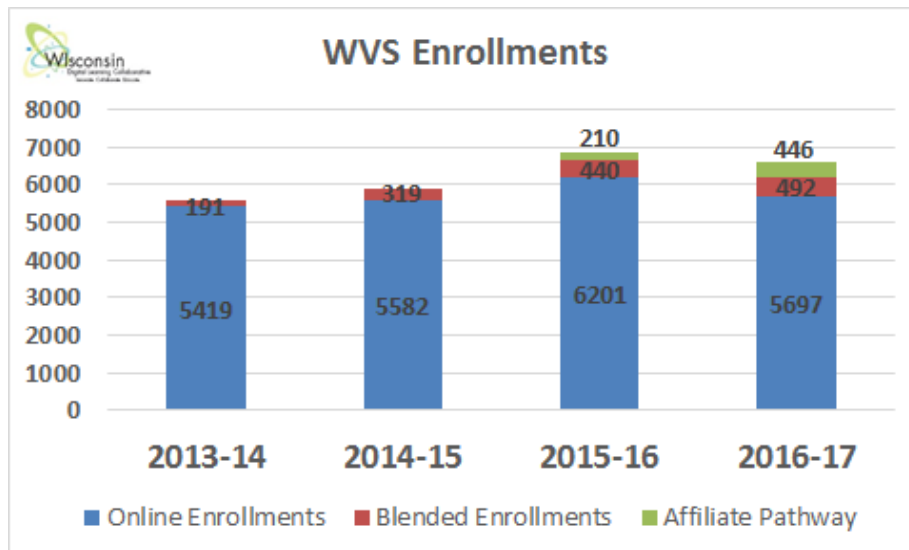
Collaboratively, the WDLC served nearly **34,152 semester enrollments** (28,844 online and 5,308 blended) in the 2016-17 school year. Locally, WVS served approximately 5,697 online and 492 blended for a total of **6,189 semester enrollments**.^{*} Over 300 Wisconsin Schools representing 200 school districts enrolled students in WDLC courses. ^{*}subject to final count July 30, 2017

The collaboration allows the DPI to expand the offerings of the Web Academy and provide a single point of access to online courses, digital learning solutions and resources. Both organizations continue to operate autonomously, but collaboratively leverage digital learning platforms, online courses, digital learning objects, support, and professional learning communities. [WDLC 2016-17 in Review Infographic](#)

Highlights and Data from 2016-17

- The Wisconsin Digital Learning Collaboration received a state budget appropriation (TEACH 2.0) of \$1,000,000 for funding year 2016-17. The appropriation has been renewed for 2017-18
- Together we have sustained quality and financial stabilization. Per semester course enrollment fee had no increases for 2016-17. There are no price increases for schools in Wisconsin anticipated for 2017-18
- Together we have created a process for online content and assessment development, and quality assurances. WDLC is one of the fourteen state programs in the [Virtual Learning Leadership Alliance](#) (VLLA)
- Awareness activities included presentations at [SLATE](#), [VLLA](#), [WASB](#), [WiRSA](#), and [WSCA](#)
- **Three districts** are utilizing the [WDLC EdReady](#). This is a program that helps students for upcoming local math classes or curriculum, supplement their skills while taking a math class, revisit possible gaps in general math skills, become better prepared for college math, practice math skills needed for a desired career path, or study and review math concepts for a standardized exam
- [Blended Learning](#) enrollments account for **15%** of the total WDLC enrollments
- As part of the WDLC, we sponsored the Blended Learning Summit in April featuring nationally respected expert, [Heather Staker](#), for nearly **150 Wisconsin educational leaders**
- CESAs 4, 5, 9, and 11 use the WDLC ProEd which supports their professional learning platform. [Volume pricing for schools and CESAs wanting a Professional Learning platform](#)

WVS Course Enrollment Growth



*Two new data points: 1) WVS shifted enrollment counts to include summer enrollments in the fiscal year. 2) Enrollments are broken into **online** with a WVS teacher and **blended** with a school's local teacher.

*Two large users of the Supplemental Pathway (WVS) moved to **Affiliate Pathway** (WDLC). One in 2015-16 and one in 2016-17 (representing a decrease in WVS enrollments, but an increase in WDLC overall).

*2016-17 Enrollments as of June 30th. (Finalized on July 30).

Comments from customers:

"The help desk has been extremely helpful and incredibly quick with their responses. Fantastic support!" (local education guide)

"I loved learning online. It gave me the flexibility I needed. I thought some of the course was difficult mainly because I couldn't interact with a teacher as much as I am used to. I would definitely take another course, I learned self-discipline and time management." (WVS student)

"Really opened my eyes to the many different types of learning. I think Blended Learning sounds great! (workshop participant)

"I am amazed at the dedication displayed by WVS teachers. They are so patient & professional. WVS Help Desk was actually able to help me and did so very quickly!" (local education guide)

Contacts: Dawn Nordine, WVS Executive Director – dnordine@cesa9.org
John Jacobs, WEN Director – j.jacobs@wisconsineschool.org

Additional CESA 9 Services and Related Activities

If you are viewing this report electronically, [Click here](#) to see descriptions of all of our current CESA 9 services. Printed copies of our service descriptions are also available by contacting our office.

- 
-  **Academic Decathlon**
 -  **Communication Services**
 -  **Cooperative Purchasing**
 -  **Contracted Environmental Services**
 -  **Driver Education**
 -  **Kohl Regional Scholarships/Fellowships**
 -  **Instructional Educational Materials Center**
 -  **StarLab Portable Planetarium**
 -  **Library/Media Specialist**
 -  **Network Administration**
 -  **E-Rate Application**
 -  **Parent Liaisons**
 -  **Regional Spelling Bees**
 -  **and more!**

**Contact us for services
designed to meet your
district's needs**

Staff Directory for 2016-17

Azbell, Evelyn	WSPEI Director, Parent Advocate
Barribeau, Archie	Director of Technology and Digital Learning
Betry, Al	Director of School Improvement Services
Blondheim, Nicole	Case Coordinator – Northern Achievement Center
Brigham, Ann	Grant Writer/Evaluator
Buch, Valerie	Occupational Therapist
Calvetti, Kristin	Case Coordinator – Northern Achievement Center
Collins, Matthew	Director of Special Education and Regional RSN Director
Cordova, Hilary	Fiscal Administrator
Dettmering, Jane	Speech and Language Therapist
Dewar, Nancy	Case Coordinator – Northern Achievement Center
Drew, Amy	Case Coordinator – Northern Achievement Center
Ek, Michelle	Parent Liaison
Ford, Scott	School Psychologist/Special Education Coordinator
Gilmore, James	Visually Impaired/Orientation Mobility Teacher
Graf, Samantha	Case Coordinator – Northern Achievement Center
Gretzinger, Casey	Associate Director of School Improvement Services
Hamus, Elizabeth	Certified Occupational Therapy Assistant (COTA)
Heritage, Stephanie	Special Education Teacher – Northern Achievement Center
Hilgendorf, Joan	Program Assistant, Wisconsin Virtual School
Hill, Jean	Program Assistant and Receptionist
Kottke, Ryan	Accounting and Payroll Specialist
Kunelius, Dave	Behavior Strategist, Regional PBIS Coordinator
Lehman, Heidi	Parent Liaison
Lentz, Kevin	Case Coordinator – Northern Achievement Center
Myers, Linda	Associate Director of School Improvement Services
Miner, Jenny	Administrative Assistant
Nickels, Michele	Wisconsin Virtual School Director
Nordine, Dawn	Wisconsin Virtual School Executive Director
O’Callaghan, Doug	Maintenance/Custodian
Peeters, Kris	Program Assistant
Phalin, Teri	Behavior Strategist and Program Support Coordinator
Plautz, Bryan	Director of Facility and Grounds
Rosinski, Sheryl	Case Coordinator – Northern Achievement Center
Roth, Carrie	Occupational Therapist
Skebba, Fred	Career and Technical Education, LVEC, Youth Apprenticeship
Sowinski, Julie	Program Assistant, Wisconsin Virtual School
Strassman, Kellie	Special Education Teacher – Northern Achievement Center
Suchocki, Pam	Case Coordinator – Northern Achievement Center
Tepper, Beth	Early Childhood Program Support
Van Ryan, Hanna	Program Assistant

Verage, Lynn	Comprehensive School Health Coordinator, Project Coordinator
Voigt, Gretchen	Teacher of the Visually Impaired
Walaszek, Annette	Wisconsin Virtual School Associate Director
Wallace, Kelly	Special Education Teacher – Northern Achievement Center
Wendorf-Heldt, Dr. Karen	Agency Administrator
Westphal, Jessica	Career Center Director
White, Vicki	Speech and Language Therapist
CONSULTANTS:	
D & J Driving School	Driver Education
Dailey, Michael	E-Rate and Network Administration



District Purchased Services for 2016-17



Antigo

School Improvement, VI Services, ATOD Local, Instructional/Educational Materials, CESA Administration, CESA Facility & Maintenance, Delivery System, Grant Writer/Evaluator, Technology & Digital Learning/Blended Learning Consortium, E-Rate Application Service



Athens

School Improvement, LVEC Basic, Career & Technical Education Consortium, Library/Media Specialist, CESA Administration, CESA Facility & Maintenance, Delivery System, E-Rate Application Service, Environmental Services



Arbor Vitae-Woodruff

School Improvement, ATOD Local, Instructional/Educational Materials, CESA Administration, CESA Facility & Maintenance, E-Rate Application Service, Northern Achievement Center



DC Everest

School Improvement, VI/OM Combined Service, ATOD Local, CESA Administration, CESA Facility & Maintenance, Delivery System



Edgar

School Improvement, Reading Specialist, ATOD Local, LVEC Basic, Career and Technical Education Consortium, CESA Administration, CESA Facility & Maintenance, Environmental Services, Northern Achievement Center, Technology Meetings



Elcho

School Improvement, Psychological Services, IDEA Consortium, Deaf/Hard of Hearing Support, ATOD Local, LVEC Basic, Career & Technical Education Consortium, CESA Administration, CESA Facility & Maintenance, Delivery System, E-Rate Application Service, Library/Media Specialist, Technology & Digital Learning/Blended Learning Consortium, Environmental Services



Lac du Flambeau

School Improvement, Occupational Therapy, ATOD Local, Instructional/Educational Materials, CESA Administration, CESA Facility & Maintenance, Delivery System, Northern Achievement Center, Technology & Digital Learning, E-Rate Application Service, Environmental Services



Lakeland Union High School

School Improvement, LVEC Basic, Career & Technical Education Consortium, CESA Administration, CESA Facility & Maintenance, Delivery System, E-Rate Application Service



Marathon

School Improvement, ATOD Local, LVEC Basic, Career & Technical Education Consortium, CESA Administration, CESA Facility & Maintenance, E-Rate Application Service, Environmental Services, Technology Meetings



Merrill

School Improvement, Northern Achievement Center, Occupational Therapy, Visually Impaired Services, ATOD Local, HS Career Center Director, Instructional/Educational Materials, CESA Administration, CESA Facility & Maintenance, Environmental Services, Delivery System, E-Rate Application Service, Technology & Digital Learning/Blended Learning Consortium, Grant Writer/Evaluator, Personalized Learning Coaching Service, Speech/Language



Minocqua-Hazelhurst-Lake Tomahawk

School Improvement, Speech/Language, ATOD Local, CESA Administration, CESA Facility & Maintenance, Environmental Services, Northern Achievement Center, Math and Reading Support



Mosinee

School Improvement, Behavior Strategist/ED Program Support, Northern Achievement Center, Speech/Language, Assistive Technology, LVEC Basic, Career & Technical Education Consortium, Instructional/Educational Materials, Driver Education, CESA Administration, CESA Facility & Maintenance, Delivery System, Curriculum Development Strategic Planning, VI/OM



North Lakeland

School Improvement, ATOD Local, CESA Administration, CESA Facility & Maintenance, E-Rate Application Service



Northland Pines

School Improvement, Visually Impaired Services, Assistive Technology, Northern Achievement Center, Behavior Strategist, ATOD Local, LVEC Basic, Career & Technical Education Consortium, Grant Writer/Evaluator, CESA Administration, CESA Facility & Maintenance, Delivery System, Technology & Digital Learning/Blended Learning Consortium, Environmental Services, E-Rate Application Service



Phelps

School Improvement, Special Education Director, IDEA Consortium, ATOD Local, LVEC Basic, Career & Technical Education Consortium, CESA Administration, CESA Facility & Maintenance, E-Rate Application Service, Grant Writer/Evaluator, Technology Meetings



Prentice

School Improvement, Special Education Director, Psychological Services, Speech/Language, Occupational Therapy, ATOD Local, LVEC Basic, Career & Technical Education Consortium, CESA Administration, CESA Facility & Maintenance, Delivery System, E-Rate Application Service, Environmental Services



Rhinelander

School Improvement, Orientation & Mobility Specialist, Speech/Language, Parent Liaison, LVEC Basic, Career & Technical Education Consortium, Instructional/Educational Materials, Grant Writer/Evaluator, CESA Administration, CESA Facility & Maintenance, E-Rate Application Service, Environmental Services, Technology Meetings



Rib Lake

School Improvement, Psychological Services, Occupational Therapy, Reading Specialist, LVEC Basic, Career & Technical Education Consortium, CESA Administration, CESA Facility & Maintenance, Technology Director/Coordinator Meetings, E-Rate Application Service, Environmental Services



Stratford

School Improvement, ATOD Local, LVEC Basic, Career & Technical Education Consortium, CESA Administration, CESA Facility & Maintenance, UDL Support



Three Lakes

School Improvement, Visually Impaired Services, ATOD Local, LVEC Basic, Career & Technical Education Consortium, CESA Administration, CESA Facility & Maintenance, Online/Blended Learning Consortium, Environmental Services



Tomahawk

School Improvement, Behavior Strategist, Northern Achievement Center, Occupational Therapy, ATOD Local, LVEC Basic, Career & Technical Education Consortium, CESA Administration, CESA Facility & Maintenance



Wausau

School Improvement, Behavior Strategist, School Psychologist, Parent Liaison, Northern Achievement Center, ATOD Local, Grant Writer/Evaluator, Instructional/Educational Materials, CESA Administration, CESA Facility & Maintenance, Technology & Digital Learning/Blended Learning Consortium

Available at No Charge to All Districts

Early Childhood Grant, PBIS Grant, RSN, Title I Network

Available to All Districts Per PO

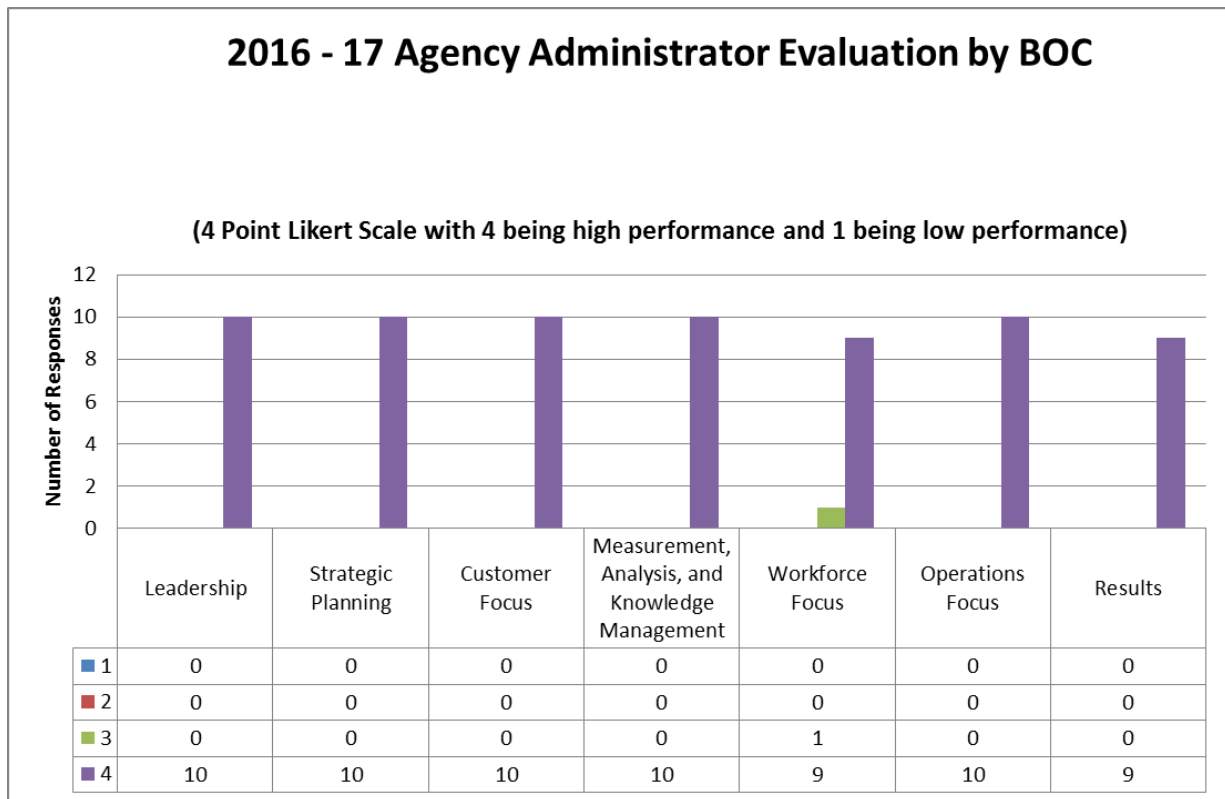
Google Apps for Education, RSS, SALT, School Based Services, StarLab, Wisconsin Virtual School

2016-17 Services Provided to Others Beyond CESA 9 School Districts	
Almond - Bancroft	E-Rate Application Service
CESA 5	Vision/Orientation & Mobility Specialist
CESA 8	Deaf Hard of Hearing Service, Math Support
Hustisford School District	E-Rate Application Service
Lincoln Hills	School Improvement, Behavior Strategist, Speech/Language, Assistive Technology, Curriculum Coordinator
Marathon County Children with Disabilities Education Board (CDEB)	Vision/Orientation & Mobility Specialist E-Rate Application Service
Newman Catholic	E-Rate Application Service
Pardeeville School District	E-Rate Application Service
Somerset School District	E-Rate Application Service
White Lake School District	E-Rate Application Service
Wisconsin Dells School District	E-Rate Application Service

Evaluation of the Agency Administrator by Board of Control

Each year, the Professional Advisory Committee (CESA 9 Superintendents) and the CESA 9 Board of Control provide performance feedback to the Agency Administrator. Similar to the dashboard in a car, this feedback is useful for monitoring and adjusting leadership actions.

The Board of Control uses an evaluation tool aligned with the Baldrige Performance Excellence Criteria which articulates seven indicators of success: 1) Leadership, 2) Strategic Planning, 3) Customer Focus, 4) Measurement, Analysis and Knowledge Management, 5) Workforce Focus, 6) Operations Focus, 7) Results



Agency Administrator Goals and Priorities for 2016-17

- Utilize balanced scorecard to monitor organizational performance
- Review and revise Board of Control policy manual (2016-17 & 2017-18)
- Review and revise Employee Handbook (2016-17 & 2017-18)
- Develop alternative pathway to licensure and seek DPI approval of such program to begin June 2017

Evaluation of Agency Administrator by Superintendents

The superintendents used the traditional feedback tool that has been used at CESA 9 for a number of years. This year the evaluation questions were aligned to four of the seven Baldrige Performance Excellence Criteria indicators of success: Leadership, Strategic Planning, Customer Focus and Operations Focus. The evaluation questions focused on the organization, quality and usefulness of PAC meetings, the responsiveness of the Agency Administrator in meeting district needs, effectiveness of communication between Agency Administrator and District Administrator, and the general operations of the Agency. Administrators were asked to score on a five point scale – 1 being low and 5 being high. In 2016-17, 19 of the 22 district superintendents completed the evaluation survey.

