



**ANNUAL
REPORT**

2022-2023



relationships. values. academics.





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The RVA Pride

Our mission is illustrated through our school's mascot. The image of three lions, representing the RVA "Pride", was chosen with purposeful intent to depict and represent our school's wide diversity along with a sense of family, strength, and unity. The lions represent to some a singular child growing up being shown in three phases of development in our elementary, middle, and high schools. Others see a traditional family unit, while a third interpretation depicts each lion of a different color, gender, and age representing our school's wide diversity as we serve communities in every corner of Wisconsin. Our "Pride" is unlike any other found in public education. Our partner school districts, parents, students, and staff are unified by our common mission as a family to serve the needs of our children.



I really love seeing the individual comments for each student on the report card. I feel like the teachers make a point of knowing and caring about their students.

- PARENT COMMENT FROM THE 2022-23 SATISFACTION SURVEY



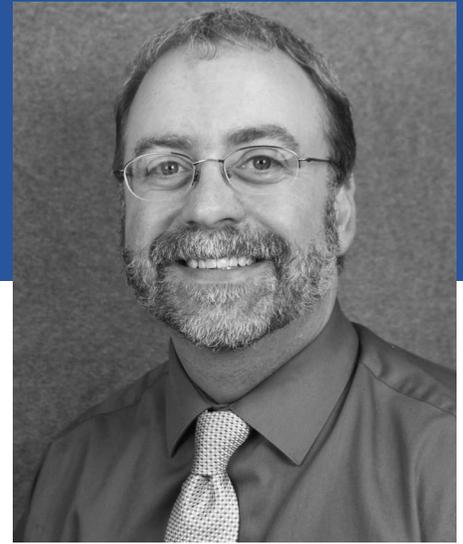
It is the mission of the Rural Virtual Academy to:

- **establish committed, long term, & trusting relationships** with everyone in our school family and community;
- help **instill & reinforce values** which ensure personal success in every person we are connected to;
- provide the **highest quality academic options & support** available to all students, families, and districts for whom we have the privilege to serve.

The RVA is equitable in its practices but not entitled in its endeavors.



Want to hear the audio version as read by the author? Just snap this code with your cell phone or type: on.soundcloud.com/UzucB into your web browser.



Charles Heckel • RVA Administrator

To the Community,

I proudly present to you the Rural Virtual Academy Charter School Inc. (RVA) annual performance report for the 2022-2023 school year.

As you will read, this year's report contains indicators of distinguished performance as measured by academic success, financial health, and overall growth. Examples include one third of RVA high school students participating in collegiate leveled courses, work study programs, youth apprenticeships, and academic enrichment programs within brick and mortar buildings. Participation in school events and activities exceeded 14,000 people and partner district usage of RVA services continued to grow. Several of the school's co-curricular teams qualified to participate in State-level competitions, high school graduation rates continued at 100%, and parent and student satisfaction of the school remained impressively high. As I reflect on the

past year and future before us, I am, without question, honored to represent the embodiment of the RVA through its benevolent servitude and relentless commitment to be the best in every facet of its operations.

How did we get here? In reminiscing, I often think back to the roots of how the RVA got started and the dynamics which brought together a critical mass of vision and desire to start a brand new school. Even more, what fascinates me are the contextual and historical events in education which led to the evolution of public charter schools and variations like RVA.

The United States was founded on socially-democratic ideals powered by both political and economic capitalist systems. As a result, we as Americans, hold strong beliefs in the powers of private ownership, competitiveness, and benefits earned through individual effort. Concurrently, we also believe in some systems being equitable. We believe that every citizen is born

with a voice in democracy, and that collectively supporting each other serves the betterment of the whole. We see these social beliefs preserved both in our Constitution and Bill of Rights and in systems such as Social Security, police, fire, EMS, and schools. The RVA represents a combination of each of these core American ideals. As a public charter school, RVA is open to the public and is tuition free. However, unlike its traditional counterparts, the RVA is a parent-choice only school. The success of the RVA lies in its own ability to perform at exceptionally high levels of satisfaction in order to sustain and grow. There is no ongoing entitlement program established to fund the RVA into perpetuity. The RVA is equitable in its practices but not entitled in its endeavors.

"The weeds wither away in significance as the flowers bloom (Buffet, 2023)." As we know, our American system of capitalism has two sides. On one side, we create an ever-growing pile of failures and flops while at the same

a letter to our community

time producing a plethora of improved goods and services. This phenomenon was coined as “creative destruction” by economist Joseph Schumpeter in 1942, or as I like to think about it as “out with the old and in with new.” For every new endeavor and innovation, many will fail but some will forge ahead bringing new products and services to market and displacing the existing establishment. This is the natural evolution of living and working within our economy and why I believe the RVA continues to thrive.

The RVA over the past 18 years has proven to consistently demonstrate its effectiveness to evolve and change with our society who are ever more drawn to flexible, on-demand services, and choice.

One truism recently shared with me came from Greg Mahaffey who is the Director of Operations for the Wisconsin eSchool Network. With regards to creating successful schools, he succinctly quoted, “Content is cheap; relationships are expensive.”

He is right. Regardless of the business model, the widgets and products we create have a calculated value, but the relationships we develop by producing and sharing our services have a value of higher magnitude which is difficult to measure. I believe the difference between mediocrity and excellence in education does not hinge on complex measurements drawn from one-size-fits-all standardized tests, the size of a gymnasium, or flashiest game-based learning technologies. To get the greatest results you simply have



RVA Teachers, Abby Jolma and Amy Lahvic, attending an RVA Event at Bay Beach in Green Bay, WI. We encourage all of our teachers to attend RVA events throughout the year.

to build the greatest relationships. Excellence is a byproduct of the synergy found in any true relationship-focused business and success is a byproduct of that excellence.

This same belief has been echoed in the Evergreen Education Group's 2022 research regarding the indicators of high-quality online learning. The top indicator was schools who placed "a premium on teachers." This is not surprising. This fact is not only true in virtual schools but in all schools. A premium on teachers manifests itself as strong hiring practices, professional development, and

ongoing teacher support. Here in the RVA we have made a concerted effort to attract and retain the highest quality teachers we can find and provide them strong support and access to ongoing professional development opportunities. We have long recognized that in order to be the best school we must hire the best teachers and I am proud to say that the educators at the RVA, and the corresponding support staff made up of secretaries, coordinators, advisors, directors, and administration, is second to none. Our annual performance survey results from both parents and students who graded

our staff supports this claim as well. Participants in this survey were asked to rate the services of the school using an "A - F" rating scale. Every administrator, director, coordinator, and teacher was individually subjected to this rating. This level of customer scrutiny is uncommon in traditional school systems, but it is a practice that has been in place at the RVA dating back to 2006. Out of the hundreds of surveys returned, the cumulative grade point average of all RVA staff was a 3.73. This is the same as saying that 94% of scores were an "A." This score was nearly identical to last year (3.74) and has been the average score of our



RVA's eSports team qualified for the state championship in both Super Smash Bros and Rocket League. Pictured above, from left to right, Christopher Sieg, Siobhan Artz, Ash Miller, and David Aguilar.

We recognize that collective outcomes of children in traditional school models, which were built to serve the group and not the individual, will never be able to amply succeed in meeting each child's needs.



staff since we began surveying 17 years ago. This means that as our school, consortium, and services continue to grow and evolve the quality of our offerings as measured by students and parents has not declined. We are committed to maintaining this excellence. Our families who support us directly through their hard earned tax dollars deserve to have only the highest quality value of educational opportunities afforded to their children.

Too often the focus of today's public school performance is based upon standardized tests. Annually, over 75% of RVA families choose to opt out of these government imposed state examinations. This past year RVA parents were asked to participate in a survey asking the reasons why they chose not to have their children participate in these exams. The two most commonly chosen reasons for not participating in state testing were that "the results are not beneficial" and they "did not find state testing a valuable use of time." Even parents know that the results of these tests do

little to affect academic performance changes in their own children. State required standardized examinations are a source of focused frustration for both educational leaders and legislators alike. Annual public reports since the 1960's negatively focus on school performance using these standardized measurements. Year after year, public schools never seem able to meet these arbitrary expectations and negative reports continually undermine and demotivate the labors of both teachers to teach and students to learn. These measurements are as frustrating as a person who is trying to lose weight, repeatedly stepping on the scale seeing no results, and making no effort to change their lifestyle behaviors. Real results require real change.

Much like how we can't lose weight if we don't change our lifestyle, we can't expect to change academic outcomes in traditional schools unless we are also willing to implement significant changes on how we deliver instruction and address how individual children learn. This is the heartbeat of the

RVA. We recognize that collective outcomes of children in traditional school models, which were built to serve the group and not the individual, will never be able to amply succeed in meeting each child's needs. This model of education is not relationship-focused on the individual. "Equality" means each individual or group of people is given the same resources or opportunities. "Equity" recognizes that each person has different circumstances and allocates the exact resources and opportunities needed to reach an equal outcome. RVA does this through providing flexible school scheduling in a year-round setting, hundreds of different course options both online and in book, and a spectrum of instructional choices ranging from asynchronous learning through live daily direct instruction. In addition, all RVA high school aged and all consortium students in grades PreK - 12 have the additional benefit of being able to take courses in local traditional school environments. These course options give further choice to parents and allow students to be exposed to hands-on experiences

in the arts and trades otherwise not conducive to be strictly learned online.

The freedom of choice is a tenet of American democracy. Prior to 2020, almost all forms of digital learning were largely chosen voluntarily by students, families, and teachers. Starting in March 2020, most students, families, and teachers were forced into emergency remote learning by COVID-19. Looking back, the past three years have been a time of educational challenges surrounding equity, access, and meeting the needs of all students. A silver lining of the pandemic, perhaps, was the spotlight shone on these issues of equity, as well as an increased recognition of the role of schools as pillars of our communities, supporting students in ways as basic as providing meals, as well as supporting mental and emotional health of students, families, and communities. These issues, of course, go far beyond simply virtual learning.

With most of the country's 100,000 schools having shifted to remote learning at some point during the

pandemic, it's easy to find examples of any story that one would like to tell. There are countless examples of heroic efforts by teachers and school leaders. There are also many examples of students and parents frustrated by poorly implemented remote and hybrid learning. In a massive system like American public education a person can find examples on a continuum of "heroic to abysmal" over these years. During this time, significant factions of parents loudly pushed back against compulsory educational edicts restricting physical access to local schools and unsatisfactory forms of remote learning they felt were harmful to their children.

I am convinced now more than ever we are at an inflection point in public education. Because of the pandemic, quality virtual learning has been publicly experienced and defined. With the dawn of artificial intelligence becoming mainstream, the continued growing desire from the public for personalized and on-demand services, and the need for our public schools to be both relevant and safe

means we are at a point of significant change redefining the purpose and expectations of all public schools. What will be the primary role of education in America? Can traditional public school institutions pivot to meet the rapidly changing demands and needs of our society? The rate of change is rapid and increasing. Because of this, many in education see the future as a cliff, but I believe that those who embrace the opportunity will seize the day and the RVA is poised to take hold and lead.

In closing, I would first like to thank the Medford Area Public School District's Board of Education for their continued support and authorization of the RVA. Without their support and fiscal agency we would not have been able to start, much less thrive, in this learning space. Second, I would like to thank the RVA Governance Board. Our Board guides the mission of the school providing direction as we continue to navigate along uncharted pathways. I appreciate the calculated risks our Board allows us to take, and the high standards they hold, by which we are expected to perform. Third, thank

I am convinced now more than ever we are at an inflection point in public education. Because of the pandemic, quality virtual learning has been publicly experienced and defined.





RVA Principal, Sara Holewinski, presenting scholarships to Jason Rustick and Vivian Stephansen on stage with RVA Administrator, Charlie Heckel, and featured speaker and former RVA student, Dorothy Mifflin. The ceremony was held June 2, 2023 at SentryWorld in Stevens Point, Wisconsin.

you to the administrators and staff from within our consortium school districts. Our partnerships have been forged in a mutually beneficial trust and belief that the success of one is the success of all. We know that by working collaboratively instead of competitively in education we are stronger, our communities are better connected, and our tax dollars are best utilized. Fourth, the RVA's excellence is directly attributable to the people who work and serve here. I have never worked alongside more dedicated professionals. Our support staff, coordinators, directors, administration, and teachers are second to none. In my opinion, there is no better staff in any school anywhere. If given the chance, these people would educate the world and in doing so I know they would make it a better place. Last, none of this would even be possible without our students and families. It is because of their choice

to enroll in the RVA and remain that we have this school and the opportunity to serve. I thank our students and families for the trust they place in our staff to take academic risks and to challenge the norm. Thank you all for your feedback and guidance. It is our parents who are the true innovators. Their extraordinary patience and refusal to accept nothing but the best in either their children or our schools are the reasons I believe public education will continue to positively evolve.

All of us in the RVA are all committed to our mission which is firmly based on placing the establishment of relationships and support of values as the premise of producing high academic outcomes. We view our students and families as part of our own and we commit ourselves in humble service to them. Thank you for giving all of us who have the privilege to work in the RVA the opportunity

to serve our communities, lead this school, and share in the education of our children.

Sincerely,

Charles Heckel
RVA Administrator

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Insights Enrollment Statistics & Highlights

Over the course of the 2022-23 school year, the RVA grew as a school in both its full-time virtual enrollments and in serving students in traditional school classrooms by providing digital course content and professional development to consortium school district partners.

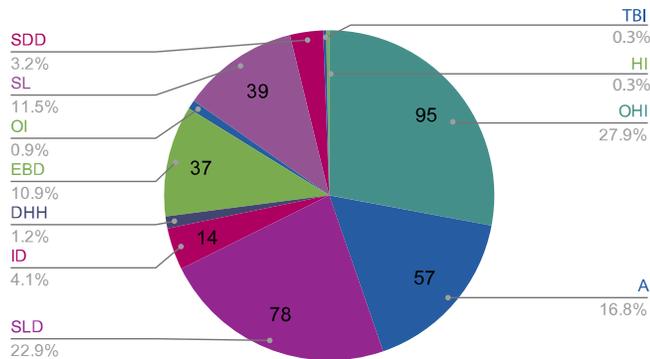
Student Populations



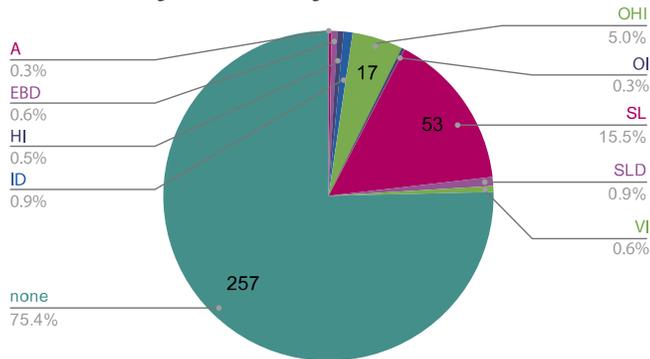
Enrollments *by District**

» Abbotsford.....	6.5	» Mosinee.....	45.45
» Antigo.....	122.1	» Neillsville.....	20.25
» Ashland.....	33.75	» New Holstein.....	8
» Athens.....	14.1	» New London.....	20.25
» Auburndale.....	23.25	» North Crawford.....	7.75
» Bloomer.....	11.5	» Oconto Falls.....	16.5
» Bonduel.....	9.5	» Owen-Withee.....	5.75
» Bowler.....	12.25	» Peshtigo.....	14
» Chequamegon.....	8.85	» Phillips.....	17.7
» Chilton.....	10.5	» Pittsville.....	12.75
» Clinton.....	16.5	» Prentice.....	18
» Clintonville.....	15.25	» Rhinelander.....	69.15
» Cochrane-Fountain City.....	3	» Rib Lake.....	35.5
» Colby.....	15.25	» River Valley.....	13
» Crandon.....	12.75	» Rosholt.....	13
» Denmark.....	6.1	» Southern Door.....	9
» East Troy.....	3	» Suring.....	7
» Edgar.....	5.25	» Spencer.....	7
» Elcho.....	4.75	» Stevens Point.....	42.25
» Granton.....	4	» Stratford.....	9.25
» Greenwood.....	2.75	» Thorp.....	11.75
» Gresham.....	4	» Three Lakes.....	7.25
» Iola-Scandinavia.....	6	» Tomah.....	65.25
» Kewaunee.....	3	» Waupaca.....	12
» Lac du Flambeau.....	0	» Westby.....	23.1
» Loyal.....	14.5	» Weyauwega-Fremont.....	7.85
» Marion.....	6.25	» White Lake.....	7.25
» Marshfield.....	85.85	» Wisconsin Dells.....	15.5
» Medford.....	75.8	» Wisconsin Heights.....	4
» Mercer.....	2	» Wittenberg-Biramwood.....	27.6
» MInocqua J1.....	4	» Open Enrolled.....	950.19

Primary Disability Special Education



Secondary Disability



ABBREVIATION KEY

SDD, Significant Developmental Delay
EBD, Emotional Behavioral Disability
SLD, Specific Learning Disability
SL, Speech and Language Impairment
A, Autism
ID, Intellectual Disability
OI, Orthopedic Impairment
HI, Hearing Impairment
VI, Vision Impairment
DHH, Deaf and Hard of Hearing

*Full-time equivalent (FTE) enrollment counts for invested member districts are prorated to the nearest quarter of the school year. Preschool student enrollments are based on a full-time equivalency of 0.6.



We served

2,367

students throughout the school year



The RVA grew

15%



54%

Consortium

46%

Open Enrolled

+5%

INCREASE

in Consortium's share of total enrollment



65%

Enrolled All Year

10%

Withdrew Early

22%

Started Late

3%

Started Late & Left Early

looking ahead

361

consortium district



283

open enrolled

students expressed interest to join us for the 2023-24 school year by April 28th



5% Decline

in other virtual charter school enrollments statewide, while the RVA saw an increase of 15%

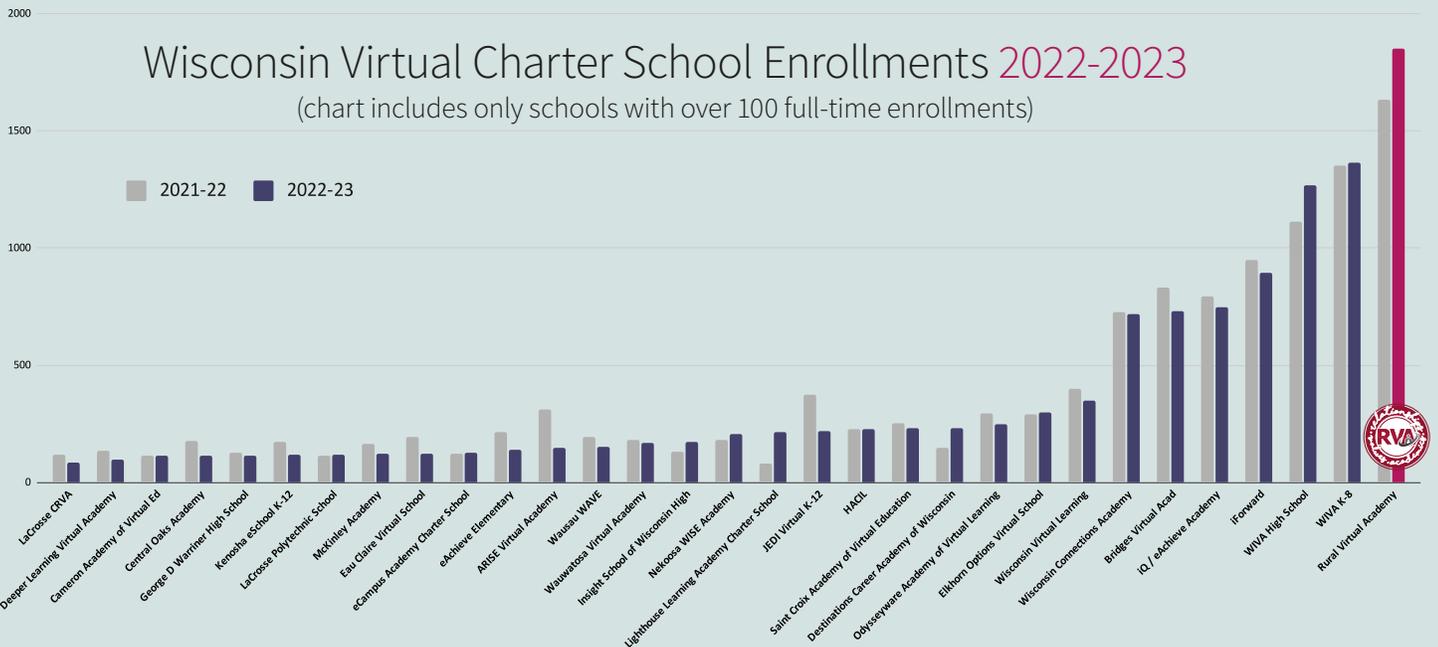
Enrollments *by* Grade

(active student count at year end)



Wisconsin Virtual Charter School Enrollments 2022-2023

(chart includes only schools with over 100 full-time enrollments)



Overview

Pupil Services

Academic & Career Planning

The RVA believes that all students should graduate from high school ready to achieve their postsecondary goals, whether that be a career, college, or the military. Student advisors, the school counselor, and student services coordinators offer multiple Academic and Career Planning (ACP) activities throughout the year. Some examples of these activities include college application assistance, hosting a college and career field trip, and individual student planning conferences throughout the year.

OnCourse

For students who are credit deficient, or have unique challenges, the RVA has developed the OnCourse program. OnCourse is dedicated to supporting the needs of individual students and their academic pathways according to credits, personal needs, skills, and post-secondary goals. Students enrolled in the OnCourse program are assigned an OnCourse teacher who serves as their advocate, meets regularly with students and works to develop individual learning plans with the goal of graduating with their peers. This year, the OnCourse program successfully served a total of 70 students who were identified as credit deficient or at-risk when entering the program.

Unique Opportunities

Insights

Pupil Services Statistics & Demographics

15
STUDENTS
in Youth
Apprenticeship



30
STUDENTS
in the Work
Experience Program



361
STUDENTS
Took In-building Courses

Dual Credit

The RVA provides high school students the opportunity to earn both high school and college credit at no cost to the student with our RVA Live Dual Credit Courses. The majority of the dual credit courses are highly transferable to technical colleges and four-year universities.

Students can also earn free college credit during high school through the Start College Now and Early College Credit programs. Through these programs, students attend college courses either on the college campus or online and earn both high school and college credit for the courses they successfully complete.

In-Building Courses

RVA consortium students also have the opportunity to take courses in their resident school and open-enrolled high school students are able to take courses in-building through part-time open enrollment. Many students who take advantage of this opportunity participate in courses such as band, choir, and technology education. The RVA believes that allowing students to participate in these courses at their local school builds and strengthens positive relationships between students enrolled in the RVA and their resident schools.

Youth Apprenticeships & Work Experience

RVA students in 11th and 12th grade can participate in Youth Apprenticeship programs to gain hands-on experience in potential careers while earning high school credits. Some students are also eligible to participate in local work experience opportunities. These opportunities enable our students to observe and participate in real work environments, gaining exposure to different job roles, tasks, and professional expectations.



The RVA has provided a supportive community that I didn't have during my time at brick and mortar school.

-STUDENT COMMENT FROM THE 2022-23 SATISFACTION SURVEY

DUAL CREDIT COURSES OFFERED THIS YEAR:

- Introduction to Sociology
- Introduction to Psychology
- Cents & Sensibility
- Written Communication
- Oral & Interpersonal Communication
- College Algebra
- Applied Math
- Medical Terminology
- Body, Structure, Functions
- Veterinary Science
- Dairy Production

dual credit

107
STUDENTS
took collegiate
leveled courses



665
COLLEGE
CREDITS
earned

At \$145 per credit that is a
college tuition savings of

\$96,425

Overview

Academic Performance

Graduation

This year we celebrated our sixth graduating class of 172 students. All students eligible to graduate met or exceeded the full graduation requirements set forth by the State of Wisconsin statute 118.33, our authorizer, the Medford Area Public School District Board of Education's graduation policy, all corresponding consortium Board of Education policies, and all other expectations set-forth by the school. Students and families were provided the option to participate in different commencement exercises. Consortium students were permitted to choose whether to walk in their local school commencement exercise or in the ceremony hosted by the RVA on June 2nd at SentryWorld in Stevens Point, WI. Students attending the RVA

through open enrollment were permitted to walk in either the Medford Area School District's ceremony in Medford, WI or participate in the RVA's ceremony.

The RVA allows students who have completed three years of high school and have met all graduation requirements to graduate early. These students and their parents/guardians met with RVA administration during an Early Graduation Meeting to discuss their reasons for wanting to graduate early and to make sure that graduating early was in the best interest of the student. This school year, fifteen 12th graders graduated at the end of 1st semester and four 11th graders graduated early at the end of the school year.

State Testing

Insights

Academic Performance Statistics & Demographics

GRADUATING
CLASS OF
172
STUDENTS

15
12TH GRADE
STUDENTS
graduated
1st semester

4
11TH GRADE
STUDENTS
graduated
2nd semester

52%
of our
HIGH SCHOOL
STUDENTS
made the RVA
Honor Roll

The State of Wisconsin requires testing of all public education students in grades PreK - 11. These exams included: Assessment of Reading Readiness, Wisconsin Forward, Pre-ACT Secure, ACT, Access, and Dynamic Learning Maps (DLM).

Of the 1375 students eligible to participate in the Forward and Pre-ACT Secure, 79% were voluntarily opted out of the Forward and 78% were voluntarily opted out of the Pre-ACT Secure by their parents. In 11th grade, 216 students were eligible to participate and complete the ACT examination with 46% of students being opted out. Although not encouraged, these opt-outs are permitted by State of Wisconsin statute 118.30 "Pupil Assessments" and RVA policy RVA-IL "Testing Program."

An internal data review of the RVA's 2023 ACT results shows that students who have been enrolled in the RVA High School for two or more years demonstrate comparable scores to the 2022 national average in all areas except for being below in the area of Math. However, RVAHS students improved their performance in the areas of Math and English compared to 2022 results.

Overall Wisconsin ACT scores for 2023 were not available at the time of this report, so it is difficult to determine how RVA students compare to others in the state at this time.

Results are available for public review for academic outcomes achieved on state-mandated standardized tests from the 2021-22 school year. The most recent results show the RVA **"Exceeds Expectations."**

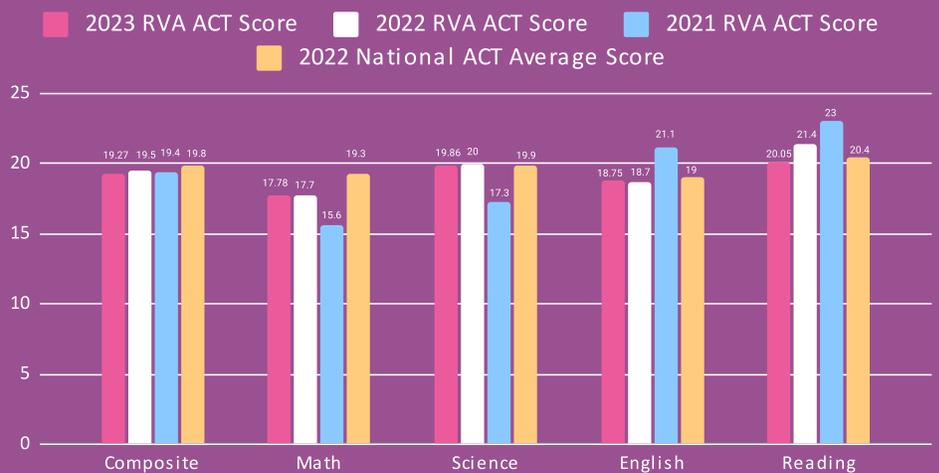
Each year, the Wisconsin Department of Public Instruction compiles the results and produces a "school report card" for the public to view the academic outcomes of students who participated in these exams. The RVA's report card is a combined synopsis of those students who took the mandated exams from all of our consortium districts and open-enrolled students. Taken in context, the results show the school meeting expectations of the half, or so, eligible students who participated. Due to the low participation rate, data representing growth in subgroup areas reported in the "Closing the Gap" are non-applicable. Other outcomes used in detailed reports including "School Growth," "Student Engagement,"

and "On-Track and Post-Secondary Readiness" only have limited data points. Additionally, since the majority of students participating in the examinations were open-enrolled to the RVA, the overall scores do not reflect upon the results of the overall district score of the Medford Area Public School District or any of the other invested member districts.



The RVA is very proud of student **Claire Goeldner** for obtaining a **perfect score of 36 on her ACT!** Less than 0.33% of all students nationwide earn this score!

2
STUDENTS
got a
**PERFECT ACT
SCORE**
in the last 2 years!



Insights

RVA Events

We are delighted to report that the 2022-2023 school year was a success for RVA activities and clubs.

The Highlights

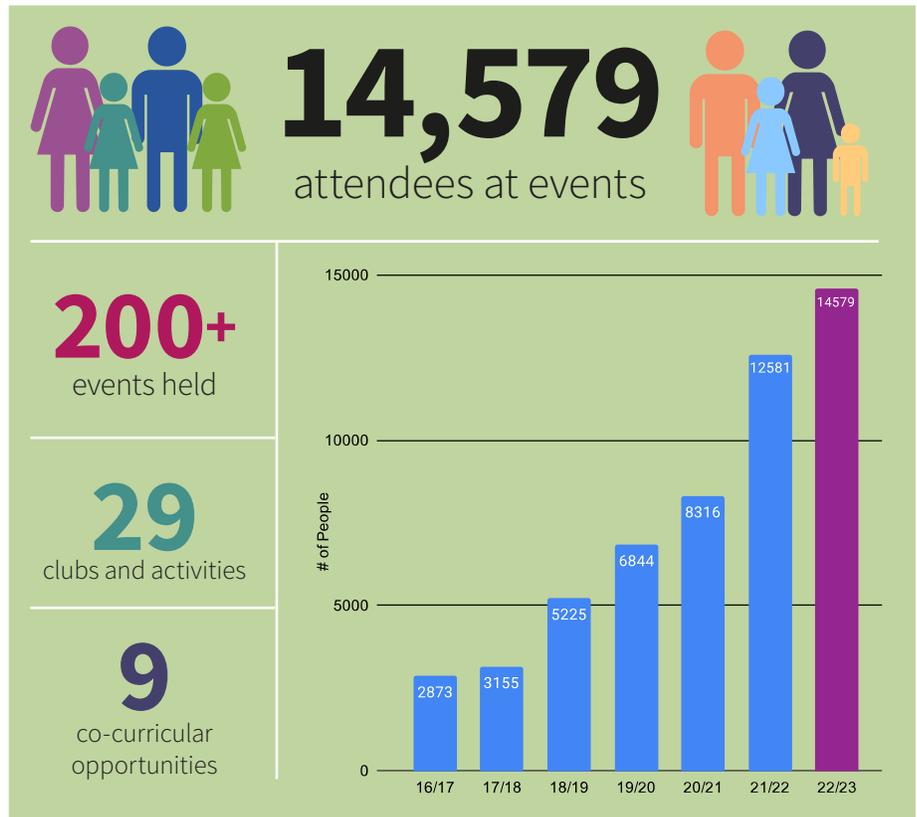
RVA's eSports team qualified for the state championship in both Super Smash Bros and Rocket League while sealing the deal with a 3rd place Rocket League victory in the Wisconsin High School eSports Association.

RVA's Speech and Drama team ended the year strong earning a Silver Medal, Bronze Medal, and a Gold Medal at the state level.

RVA's Battle of the Books team received Honors while placing 8th overall out of the 23 participating teams.

The newly created Mentor Network allowed our families to connect and support one another, fostering a sense of community and shared experience.

Snap this code to watch an amazing recap of this years events!



Checkout all the amazing events we held throughout the year and the number of attendees at each event!

August	
Wausau Meet & Greet	84
Madison Meet & Greet	45
La Crosse Meet & Greet	50
Southern Wisconsin Virtual Meet & Greet	50
Northern Wisconsin Virtual Meet & Greet	33
Medford Meet & Greet	18
Mentor Series - Unboxing a New Year	9
Richland Center Meet & Greet	52
Shawano Splash Pad Meet & Greet	20
Tomah Meet & Greet	26
Stevens Point Meet & Greet	58
New Richmond Meet & Greet	27
Milwaukee Meet & Greet	69
Merrill/Antigo Meet & Greet	43
Eau Claire Meet & Greet	32
Minocqua Meet & Greet	16
Appleton/Green Bay Meet & Greet	235

September	
Mentor Series - Ins & Outs of Buzz	32
Mentor Network	10
PAC Meeting	6
Fawn Doe Rosa	108
Ducks Tour Lower Dells	518
Dr. Kate Museum & World's Largest Penny	23
LaClare Creamery Tour & Ice Cream	99
Lumberjack Steam Train & Camp 5 Museum	245
Mentor Network	12
1000 Isle & Community Service	16
Black Bear Education Center Tour 1 of 2	33
Sheboygan Meet & Greet	18
Ferguson's Apple Orchard	173
Rushing Waters Trout Fisheries	83
Zoo At Doc Harley Davidson	70
Henry Vilas Zoo	107
Chippewa Falls Bushel & Peck Orchard	72
Bartling Manitowish Waters Cranberry Marsh	44
Hamlet: High School ELA Field Trip	37
Big Cat Rescue Education Center	58
Heritage Hill State Park	220

October	
ChalkFest 2022	13
Cranberry Bog Harvest Tour	98
Forest Springs OE Education Day	65
Mentor Network	6
Take Flight	204
RVA High School Fall Fest	117
Hofacker's Hillside Orchard	63
Autumn Colors Train Ride & Railway Museum	301
Mentor Series - Ins & Outs of Google	8
Hoffman Hills Hike	3
Virtual Disney Trivia	58
Sun Printing: High School Yearbook Field Trip	9
Mentor Network	9
Schairer's Farm	148
Fall Frenzy Fun at Porter's Patch	97
Langlade County Historical Society Museum	40
Grandpa's Farm	178
Cedarburg Creek Pumpkin Farm	107
Youth Leadership Summit	22
Polly's Pumpkin Patch	88
Hidden Trails Corn Maze	184
Hillstar Farms	62
Nature of Light: High School Art Field Trip	24
Afton Apple Orchard	87
Taliesin: Frank Lloyd Wright Estate Tour	85
Let's Glow Paint	72
November	
Mentor Network Meeting	8
Roller Skating Richland Center	87
A Walk in Farmer Mary's Boots	35
Earth Goods	50
The Fire Art Studio	88
Racine Zoo	108
Mentor Series - Executive Functioning & Social Emotional Development	11
Roller Skating & Food Drive	93
5 Star Bowling	121
Mentor Network Meeting	6
UWEC Planetarium & Campus Tour: HS Science Field Trip	20
Beaver Creek Reserve - Raptor Program	22
December	
Mentor Network	7
Clara R. McKenna Aquatic Center	46
Nutcracker Ballet	200
Hooray For A Holiday Movie	69
Skate City Rollerskating	130
Bowling & Pizza at Watertown Bowl	35
Holiday Card Community Service Event	30
Virtual Giant Snowflakes	60
Dinosaur George: Journey of the Jurassic	47
Nutcracker Virtual Tour of Paine Art Center	80

January	
Ice Skating at Marathon Park	83
Mentor Network	9
Bowling & Pizza at Ashwaubenon Lanes	83
Bowling & Pizza at Phoenix Center	63
Mentor Series - Social Dilemma	6
MLK Jr. Guest Speaker Event	12
Curling Lessons	26
Bowling & Pizza - Delavan Lanes	47
RVA Ice Skating	102
Urban Air Adventure Park	142
Sawmill Trampoline Park	200
Mentor Network	12
Sweet Treat Trivia	6
Fun with Robotics	3
Strikezone Bowling & Pizza	36
Bill Blagg's Magic in Motion	77
February	
HS Coffee Cocoa & Friends	8
Mosaic Tile Making	28
Huey's Hideaway Children's Museum	30
Brandt's Sleigh Ride	57
Ice Skating at the Plaza	80
Mentor Network	7
Sylvan Hill Tubing	118
Fort McCoy Tubing	166
Ice Skating & Hot Cocoa	75
Community Service: Virtual Card Making	22
Trees for Tomorrow	46
Puss In Boots Movie	39
Mentor Series - Internet Safety	8
HS Coffee, Cocoa & Friends	5
Gibbys Bowling	43
Knuckleheads Adventure Park	254
Magic School Bus Live	95
Eau Claire Children's Museum	50
Virtual Weather Event	26
Mentor Network	6
Smithsonian's National Museum of Asian Art: Artful Movement	9
Jump Start Adventure Park	178
HS Coffee, Cocoa & Friends	4
Chalet Lanes HS Math Field Trip	15
March	
Mentor Network	7
PAC Meeting	7
What Animals Do to Survive in the Winter	26
Three Bears Waterpark	339
RVA Ice Skating	25
Molcayete HS Spanish Class Field Trip	15
Palace Theater Movie	35
Rhineland Historical Society	7
Mentor Series - Motivating the Unmotivated	6

March Continued	
Marathon Lanes Bowling	33
HS Coffee Cocoa & Friends	6
Arts in the RVA: Music	225
Portage County Humane Society Tour	12
Arts in the RVA: Show Stoppers	150
Milwaukee Art Museum	100
Mentor Network	8
Virtual Harry Potter Trivia	50
RVAHS Once Upon a Prom	228
April	
Mentor Network	7
Bowling & Pizza Extravaganza	83
What's Organic about Architecture? - Virtual	9
Ski's Maple Syrup Tour	80
Virtual - Cable Natural History Museum	14
RVAHS Field Trip - State Capitol Tour	13
Urban Air Trampoline Park	186
Kindness Rocks	21
Kindness Rocks - Virtual	56
Mentor Series - Getting Grit	10
Hodge Scavenger Hunt	25
Celebrate Earth Day	80
Create-A-Way Painting Class	30
Skate City Roller Skating Party	49
UWSP - Career Exploration Day	17
Amazing Eau Claire Clean Up	25
Let's Celebrate Spring!!	44
Leigh Yawkey Art Museum	38
Mario Kart Tournament	43
Mentor Network	6
Kalahari Water Park Extravaganza	1375
Milwaukee Pretzel Company	81
May	
Concrete Park Tour	19
Mentor Network	9
PAC Meeting	5
Northwoods Wildlife Center	68
Silver Birch Ranch	144
RVA Show Stoppers	692
Pizza & Play at William G. Lunney Lake Farm County Park	35
RVA Mini Golf & Laser Tag Fun	83
Civil War Experience & Deke Slayton	36
Mentor Network	7
RVA End of Year Picnic Celebration	1157
Hiking & Treats at Willow River	31

Overview

Inbound & Outbound Marketing

The RVA’s marketing efforts focus on two primary aspects in support of the school. First is outbound marketing which comprises utilizing various forms of mass media to bring greater public awareness about the school to families throughout the State of Wisconsin. Secondly, the RVA’s marketing efforts target inbound improvements which include improving efficiencies and user experiences for families who are enrolling or are already enrolled in the school.

Outbound Marketing

The RVA’s marketing strategy resumed its normal outbound marketing efforts and increased frequency of email marketing campaigns while targeting new consortium districts with Over-the-Top (OTT) marketing. OTT is the delivery of our 30 second ads through

online video streaming which allows us to target our unskippable RVA commercials to Wisconsin households with school-aged children.

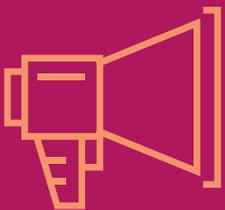
New this year we purchased a digital marketing, sports streaming sponsor package from OnFocus Media. This allowed us placement of two 30 second commercials in every game they streamed live throughout central Wisconsin. This included commercials airing during the high profile football, basketball, and baseball games of many of our consortium partner districts. This package also included 600,000 ad placements on their website which were viewed by consortium families looking for the “Athlete of the Week” polls as well as their local news content.

Inbound Advances

Insights

Marketing Statistics & Demographics

The results of the 2022-2023 Fall Survey resulted in numerous takeaways which included:



49%

Learned of RVA First through Word-of-Mouth



17%

Came from Another Virtual School



12%

Came from a Brick and Mortar



7%

Came from Homeschooling

The RVA continues to focus on improving inbound marketing strategies with the development of our Customer Relationship Management software (CRM) Salesforce for both the RVA's full-time side and District Connect. We deployed the curriculum ordering module of the system in January, 2023.

Why Implement Salesforce for Curriculum Ordering?

The migration of RVA's curriculum ordering process to Salesforce instead of using Google Forms offers significant benefits. Firstly, it improves efficiency by providing a centralized platform where all information and actions can be managed in one place. This eliminates the need to switch between multiple tabs, on various sheets or documents, allowing staff to work more efficiently.

Secondly, trackability is enhanced with Salesforce's robust tracking and reporting capabilities. We can

easily monitor the progress of each curriculum order, access real-time updates, and address issues promptly. This level of visibility enables better decision-making and ensures smooth order processing.

Accountability is another advantage of Salesforce. It allows for assigning specific tasks and responsibilities to staff members, promoting transparency and clear accountability throughout the curriculum ordering process.

The migration to Salesforce saves time by automating manual tasks and eliminates other tasks like printing, scanning, emailing, data entry, calculations, and notifications. For example, the platform can generate purchase orders, calculate quantities or costs, and send notifications automatically. By eliminating repetitive manual work, staff can focus on processing more enrollments in the summer.

Accuracy is greatly improved with Salesforce's data validation and verification features. It is directly connected to our SIS, Skyward, reducing the likelihood of errors and ensuring a more reliable information is used in curriculum orders.

Lastly, Salesforce automates routine tasks like generating reports, emailing teachers confirmation of their orders, and emailing parents with order statuses and tracking information.

Looking into the future, we believe migrating RVA's data processes to Salesforce provides efficiencies, trackability, accountability, time savings, accuracy, and automation. Future implementations of additional processes will allow the RVA to work more efficiently, make better informed decisions, and ensure smooth and accurate service to our students, families, and partners.

Top Three Reasons the RVA was Chosen Over Other Educational Options



73%

Flexible Scheduling



72%

Friendly Teachers



61%

Individualized Approach



Athena Podolak at the Ho-Chunk Back-to-School Daze Event at the Ho-chunk Community Center in Wittenberg, WI on August 24, 2022

Overview

Consortium Partnerships

The RVA Consortium

The RVA's consortium continued to grow over the 2022-23 school year. Through the use of the State of Wisconsin Statute 66.0301, the RVA uses these cooperative agreements to share in educational partnerships with districts all throughout Wisconsin. Initially, districts have the option to join the RVA for only a single year. Single-year members are considered "affiliate" members and are provided a reduced per enrollment cost, in comparison to open enrollment as well as access to digital curriculum to be used in traditional classrooms. Affiliate partnerships provided both the RVA and the new affiliate district a low-risk pathway to vet the partnership and shared services. After one year, affiliate members can choose to commit to a multi-year partnership.

Multi-year members are considered "invested" members. The invested districts are committed to supporting the operations of the RVA, both fiscally and through governance, for the length of the charter, which is a maximum of five years. These districts are subject to a formulary, where the end cost per pupil is determined by the total revenue, less expenses, then divided by the total number of students attending.

Additionally, these districts can hold a voting seat on the RVA Governance Board. Invested consortium partners also have access to digital content as well as professional development opportunities for teachers who wish to incorporate digital learning courses in their local school districts' traditional classrooms.

A total of 5 new affiliate partnerships were approved, along with the conversion of 10 current affiliated

A total of 5 new affiliate partnerships were approved, along with the conversion of 10 current affiliated to invested.

members to invested, beginning in the 2023-24 school year. The RVA is committed to maintaining ongoing efforts to bring on future member districts throughout Wisconsin and beyond.



Snap this code to see an up-to-date list of our consortium districts!

216%

Enrollment Growth

since 2018



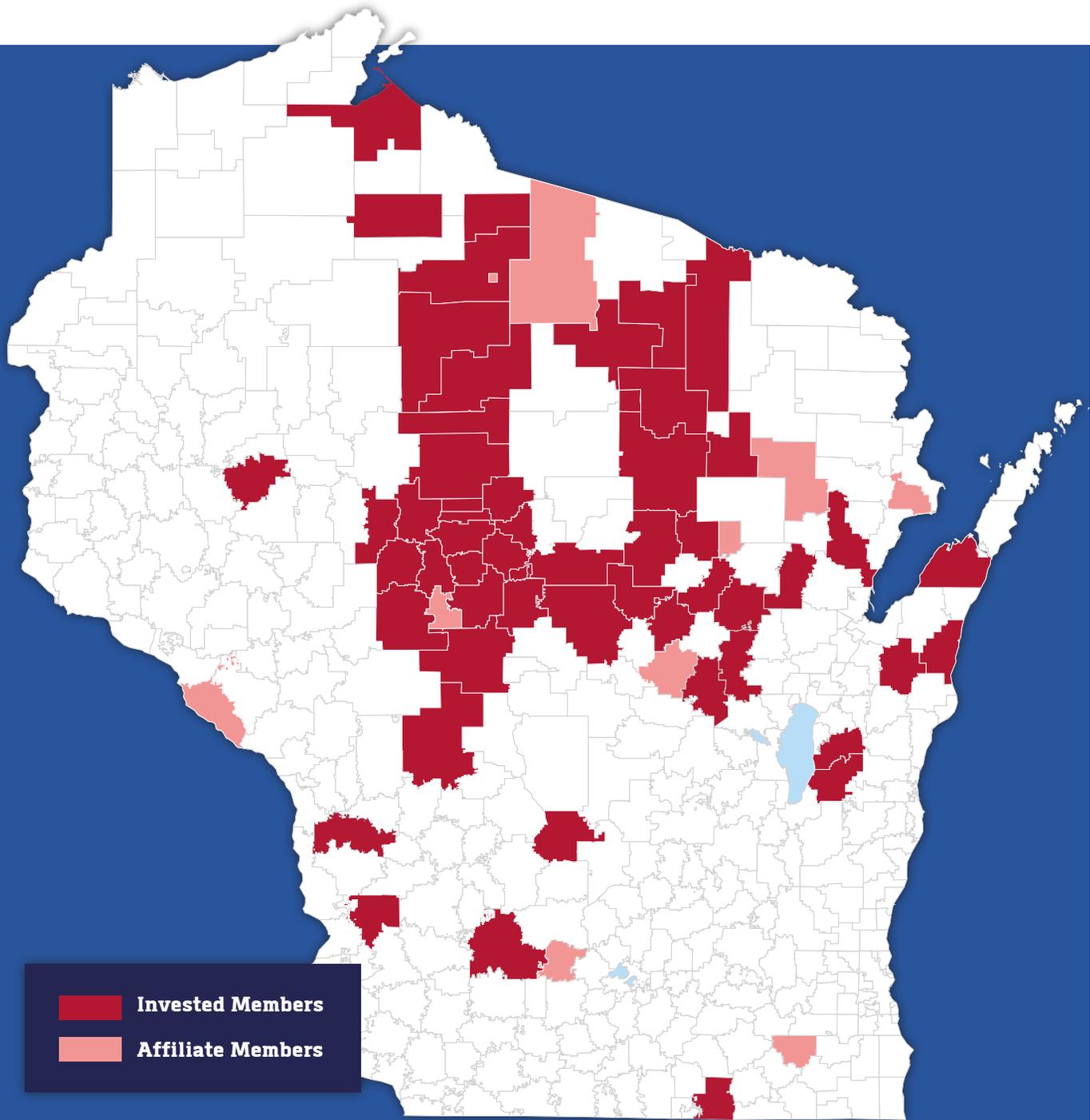
\$11

Actual tuition per pupil was only \$11 off from forecast



\$3,032

12 year average tuition rate per pupil for invested member



The **RVA Consortium** includes **14%** of All Wisconsin School Districts



Overview

District Connect Services

Curriculum Offerings

The RVA has provided its consortium partners access to Wisconsin eSchool Network's ever growing catalog of offerings for many years. This area continues to grow as districts identify the need for high-quality, flexible, low-cost course offerings for students.

Professional Development (PD)

The District Connect team has always provided comprehensive support and training for digital curriculum, but a concerted effort has been made to take PD to the next level by providing free offerings with access to nationally recognized speakers. Partner districts can expect another great year of PD offerings and networking opportunities in 2023-24.

New Offerings

Insights

District Connect Statistics & Demographics

19
STUDENTS
participated in
Kaleidoscope Kids

LANGUAGE LEAGUE
SERVED:
37 **10**
STUDENTS **DISTRICTS**

7,000
DIGITAL COURSE
ENROLLMENTS

200
PARTNER STAFF
participated in RVA PD

Engagements

includes individual engagements with any District Connect product or service



It's been another year of growth in partner district usage of District Connect. The team continues to serve districts with digital curriculum in a wide variety of delivery methods. The introduction of new student events and programming managed to serve even more Wisconsin students with learning opportunities. In 2022-23, District Connect adopted a variety of new services to meet the unique needs of partner districts. These new services include:

Language League

This year, RVA provided live daily instruction for English Learner (EL) students in partner districts. Partner districts were able to provide a high-quality EL experience for students without the need to hire an instructor locally. Participating schools enjoyed the flexibility and support provided to them through Language League. The first of its kind in Wisconsin, Language League had a successful first year building an innovative program.

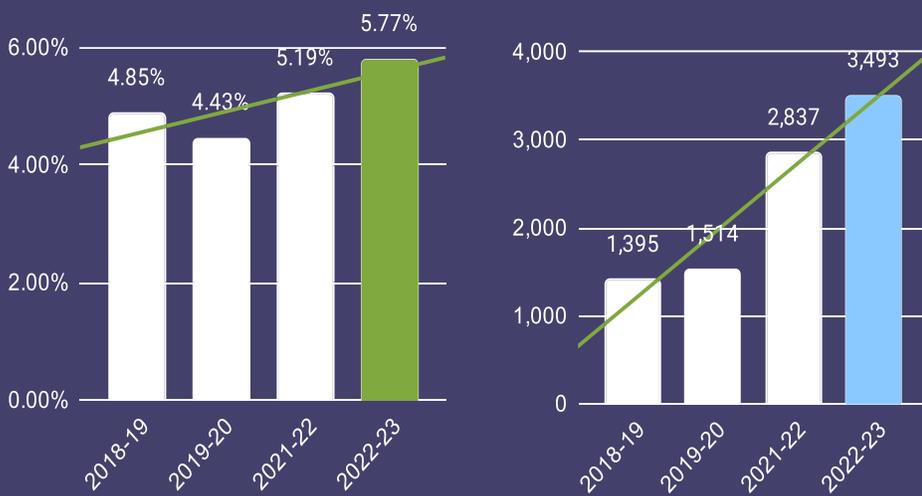
Student Events

This year, the District Connect team coordinated three in-person events: Youth Leadership Summit, Teens in Action, and Environmental Education Day. This year's events had more than 250 student attendees from 13 partner districts. Students enjoyed problem-solving and collaborating with their peers. We plan to continue to grow student events next year.

Kaleidoscope Kids

At the start of the second semester, District Connect launched the Kaleidoscope Kids program. This program was created for gifted and talented students in grades 3-5 in our partner districts and was overseen by local teachers. Participating students logged into independent enrichment courses each week. Next year, courses will be available all year and schools will have the option of RVA teacher support.

Percent and Total Number of Consortium Students Using a District Connect Product or Service



The Growing Connection Event was held on August 8, 2022 in Wausau, WI and featured Mawi Asgedom.

Overview

Financials & Forecasts

Year-End Actuals & Budget Forecast 2023-24

	Actual 2021-2022	Actual 2022-2023	Budget 2023-2024
Total Operating Budget	\$10,818,170	\$13,434,670	\$14,876,494
Budget Increase % Year to Year	30%	24%	11%
Budget Increase % Average	35%	34%	32%
Expenditures	\$10,777,499	\$13,193,371	\$14,876,494
Total Affiliate & OE days of Attendance	178,795	182,847	191,468
Affiliate & OE days /180 = Total FTE	993.31	1015.82	1063.71
Total Invested FTE Days	773.31	1060.4	1106
Total Combined FTE (Affiliate, OE, and Invested)	1766.62	2076.22	2169.71
Enrollment FTE Increase (%) Year to Year	18%	18%	5%
Enrollment FTE Increase (%) Average	33%	32%	29%
Expenditures / FTE	\$6,101	\$6,355	\$6,856
Average Expenditures / FTE	\$5,454	\$5,536	\$5,646
Shared Revenue (less Medford 6%)	\$8,824,086	\$9,428,123	\$9,841,624
Shared Revenue Increase (%) Year-to-Year	26%	7%	4%
Shared Revenue Increase (%) Average	35%	31%	29%
Invested Member Revenue	\$1,953,413	\$3,765,248	\$5,034,870
Budget: Estimated Invested Per Pupil Tuition	\$3,107	\$3,539	\$4,552
Actual: Invested Per Pupil Tuition After Membership Revenues	\$2,525	\$3,550	\$4,552
Difference Between Estimate & Actual Tuition	+\$582	-\$11	\$0



Expense Summary 2022-23

	2022-23 Expended	2022-23 Budgeted	2022-23 Remaining Balance
Advertising	\$167,717.66	\$205,000.00	\$37,282.34
Capital Equipment	\$83,655.35	\$170,000.00	\$86,344.65
Computer & Copier Supplies	\$291,633.03	\$123,000.00	-\$168,633.03
Curriculum	\$749,212.02	\$825,000.00	\$75,787.98
Sped - Curriculum/Student Supplies	\$23,113.40	\$77,500.00	\$54,386.60
Early College Credit Program Start College Now and PT Open Enroll	\$15,282.55	\$35,000.00	\$19,717.45
Curriculum Access to WeN	\$611,927.89	\$675,000.00	\$63,072.11
Dues and Fees	\$4,816.48	\$15,000.00	\$10,183.52
Field Trips	\$77,717.17	\$67,500.00	-\$10,217.17
Student Supplies	\$113,091.20	\$60,000.00	-\$53,091.20
Internet Reimbursements	\$404,151.94	\$505,000.00	\$100,848.06
Interest Payments	\$40,000.00	\$60,000.00	\$20,000.00
Office Supplies/Meetings	\$132,620.47	\$100,500.00	-\$32,120.47
General Supplies Co-Curricular Athletic/Academic	\$2,304.82	\$30,000.00	\$27,695.18
Personal Services - Subs/Chaperones	\$29,081.16	\$25,000.00	-\$4,081.16
Personal Services - General	\$40,335.50	\$40,000.00	-\$335.50
Stipend Pays	\$180,377.12	\$186,000.00	\$5,622.88
Personal Sped Online Services	\$40,343.94	\$25,000.00	-\$15,343.94
Personal Services - Legal	\$160.00	\$7,500.00	\$7,340.00
Postage	\$75,607.62	\$60,000.00	-\$15,607.62
Professional Development	\$18,668.00	\$75,000.00	\$56,332.00
Property/Vehicle Services	\$8,560.43	\$10,000.00	\$1,439.57
Rent/Heat/Electricity	\$101,952.65	\$100,000.00	-\$1,952.65
Insurance	\$49,810.20	\$69,100.00	\$19,289.80
Salaries	\$9,319,185.78	\$9,501,371.00	\$182,185.22
Shared Consortium Teachers/Learning Centers	\$299,582.00	\$180,000.00	-\$119,582.00
Staff Physicals/TB Tests/Background Checks	\$3,586.30	\$1,500.00	-\$2,086.30
Telephone & Communications	\$40,375.01	\$20,000.00	-\$20,375.01
Travel	\$127,508.14	\$75,000.00	-\$52,508.14
Other Post Employment Benefit Contribution	\$135,992.76	\$124,700.00	-\$11,292.76
Liquidation Damages	\$5,000.00	\$0.00	-\$5,000.00
TOTALS	\$13,193,370.59	\$13,448,671.00	\$255,300.41

Trees for Tomorrow: Challenge and Survival Skills
Event held in Eagle River, WI • February 13, 2023

Overview Annual School Satisfaction Survey

in the RVA your voice matters

As part of our school's commitment to our families, governance board, authorizing school district, and consortium of schools to provide transparency and input into our performance, we annually ask our RVA parents and students to complete an end-of-year survey. This survey is provided to all parents of full-time enrolled students and students in grades 6-12. The results of this survey are one input RVA staff use to help guide our school in goal setting and improvement plans for subsequent years.

Who Took the Survey?

Are you completing this survey as a parent or as a student?

57% Parents

43% Students





Academic Resources

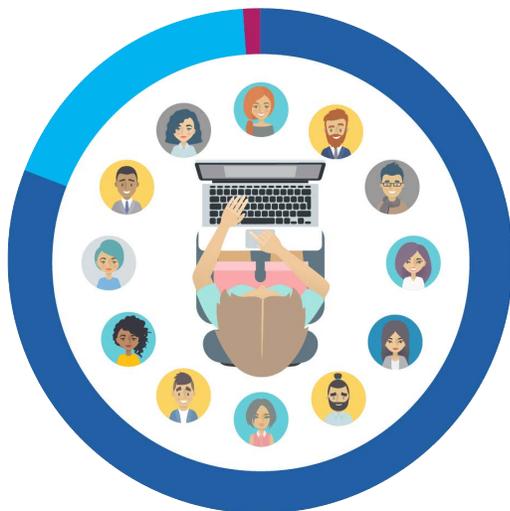
Please rate your overall satisfaction of your Core Curriculum choice. (Elementary choices included options such as: Moving Beyond the Page, Bookshark, Lincoln, RVA Online courses, Odysseyware, etc. High School choices included options such as: RVA Online and Odysseyware)



RVA Teachers

My teacher(s) overall.

■ 81% - A ■ 18% - B ■ 1% - C,D,F



RVA Teachers

The personal care you feel your child receives from his or her teachers.

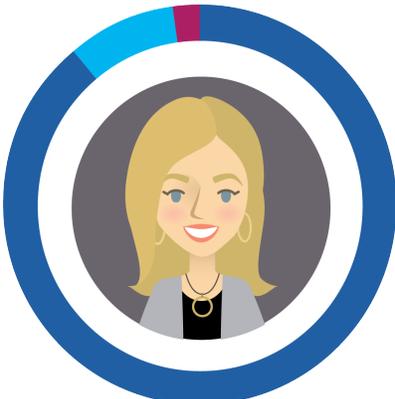
■ 78% - A ■ 21% - B ■ 1% - C,D,F



RVA Administration & General Faculty



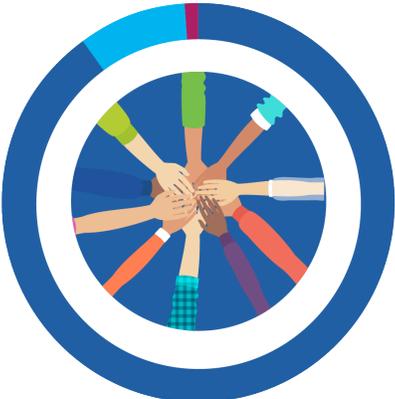
Administrator (Charlie Heckel)
 ■ 90% - A ■ 9% - B ■ 1% - C,D,F



Principal (Sara Holewinski)
 ■ 89% - A ■ 9% - B ■ 2% - C,D,F



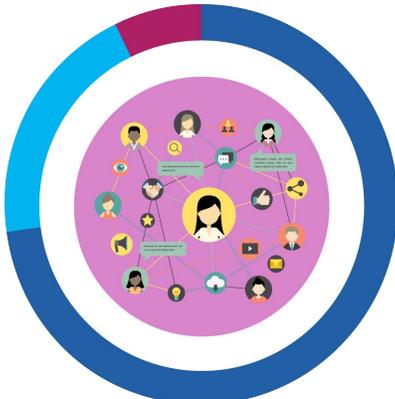
Directors
 ■ 88% - A ■ 10% - B ■ 2% - C,D,F



Office Support
 ■ 90% - A ■ 9% - B ■ 1% - C,D,F



Technology Support
 ■ 73% - A ■ 20% - B ■ 7% - C,D,F



Regional Event Coordinators
 ■ 78% - A ■ 17% - B ■ 5% - C,D,F



Online Clubs, Field Trips & Activities
 ■ 78% - A ■ 15% - B ■ 7% - C,D,F



Home Mentor Network
 ■ 92% - A ■ 6% - B ■ 2% - C,D,F



Governance Board
 ■ 92% - A ■ 6% - B ■ 2% - C,D,F

RVA Goals



Rate how well we met our mission to support “Relationships, Values, Academics”

■ 78% - A ■ 17% - B ■ 5% - C,D,F



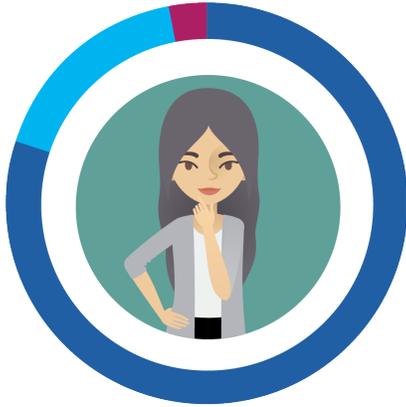
The individual attention your child receives

■ 79% - A ■ 16% - B ■ 5% - C,D,F



Parents and/or students feel welcome in our school

■ 91% - A ■ 7% - B ■ 2% - C,D,F



Parent and/or student understanding about the school and its general operations

■ 80% - A ■ 17% - B ■ 3% - C,D,F



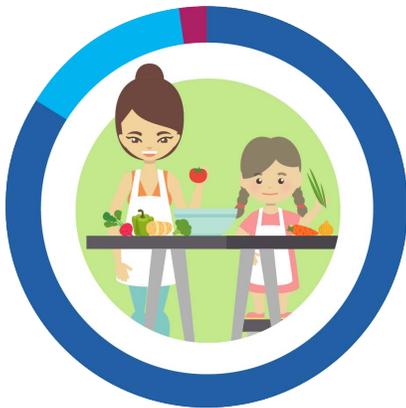
Your views opinions are seriously considered when school decisions are made

■ 78% - A ■ 17% - B ■ 5% - C,D,F



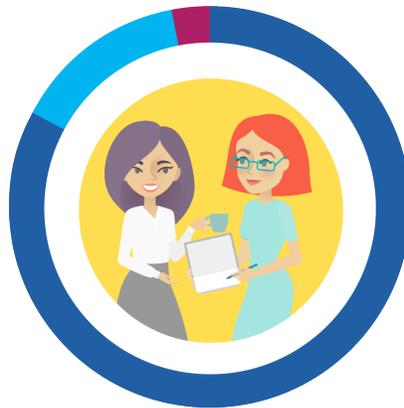
School provides solutions and resources to assist parents in students learning

■ 86% - A ■ 10% - B ■ 4% - C,D,F



The RVA provided opportunities to produce discussions, projects, videos or other forms of alternate assessments to demonstrate what was learned

■ 81% - A ■ 15% - B ■ 4% - C,D,F



When reaching out for help a response is given within 24 hours

■ 83% - A ■ 14% - B ■ 3% - C,D,F



I would like the option to have RVA students be able to participate in WIAA sports in our local districts

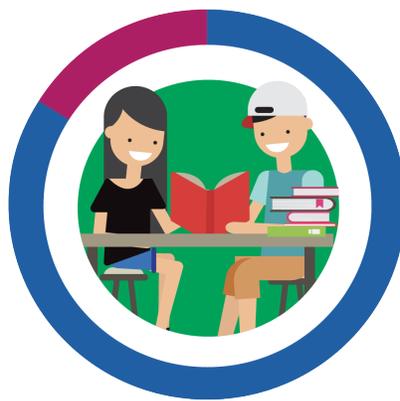
■ 76% - Yes ■ 24% - No

Additional Feedback



When considering the amount of interaction your family has with RVA staff, would you like to see less, the same or more interaction?

■ 86% - Same ■ 12% - More ■ 2% - Less



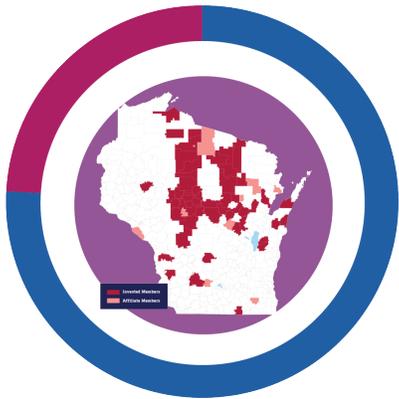
Do you believe the RVA should continue creating new "Learning Centers" across Wisconsin to occasionally go for activities and academic support?

■ 84% - Yes ■ 16% - No



Please rate the value of the Mentor Series experience?

■ 64% - A ■ 27% - B ■ 9% - C,D,F



The RVA partners with 60+ school districts in Wisconsin, which is called the "RVA Consortium." Should the RVA continue to add districts to this consortium?

■ 76% - Yes ■ 24% - No



The RVA must have its charter renewed every five (5) years. Its next renewal is coming up in 2025. As part of the process to remain open until 2030, the RVA must have a plan for growth and sustainability. Do you feel the RVA should increase, keep the same, or decrease its capacity to serve families seeking a virtual school option for their child(ren)?

■ 62% - Increase ■ 38% - Keep Same ■ 0% - Decrease



The RVA has doubled the amount of money spent on in-person activities around the State since prior to COVID with hopes of giving students and families more opportunities to connect in-person and build relationships. Do you feel the RVA should increase, keep the same, or decrease, the amount of in-person events?

■ 27% - Increase ■ 71% - Keep Same ■ 2% - Decrease

Elementary Questions



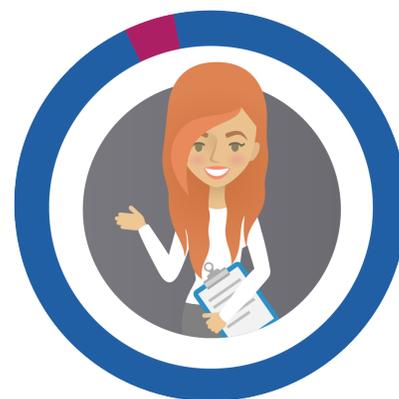
Do you think the Fall and Spring Parent/Teacher Conferences were worthwhile?

■ 89% - Yes ■ 11% - No



Do you feel the RVA should offer other curriculum choices?

■ 48% - Yes ■ 52% - No



Do you feel your teacher is available to you as you want them to be?

■ 96% - Yes ■ 4% - No



Please rate how flexible you feel your teacher(s) has been with supporting individualized learning pacing.

■ 96% - A ■ 4% - B ■ 0% - C,D,F



Was your child enrolled in any of the live daily instruction classes?

■ 52% - Yes ■ 48% - No



Do you support the school encouraging students to be "camera-on" during live classes?

■ 93% - Yes ■ 2% - No
■ 5% - Maybe



Please rate your experience with the live daily instruction classes.

■ 80% - A ■ 18% - B ■ 2% - C,D,F



Would you prefer "Art Club" a half year instead of every month?

■ 44% - Yes ■ 32% - No
■ 24% - Not Interested in Art Club

Middle School Questions



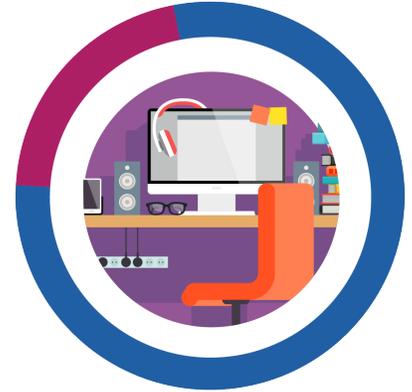
Do you feel your teacher is available to you as you want them to be?

■ 93% - Yes ■ 7% - No



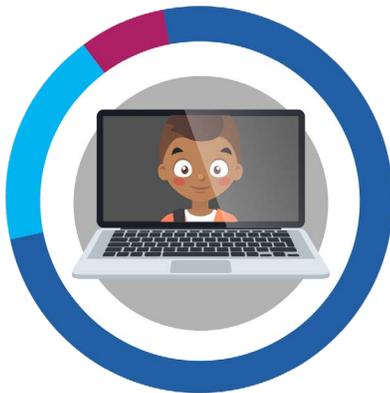
Do you feel the “3 Week Grade Reports” were helpful?

■ 89% - Yes ■ 11% - No



Would you like more online middle school electives courses taught by teachers?

■ 79% - Yes ■ 21% - No



Do you support the school encouraging students to be “camera-on” during live classes?

■ 74% - Yes ■ 7% - No ■ 19% - Maybe



Please rate your experience with the live daily instruction classes

■ 56% - A ■ 29% - B ■ 15% - C,D,F

High School Questions



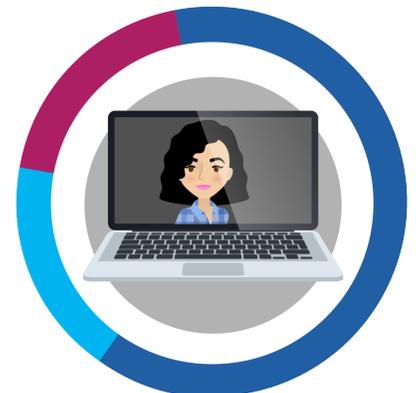
Do you feel your teacher is available to you as you want them to be?

■ 98% - Yes ■ 2% - No



Do you feel the “4 Week Grade Reports” were helpful?

■ 95% - Yes ■ 5% - No



Do you support the school encouraging students to be “camera-on” during live classes?

■ 63% - Yes ■ 19% - No ■ 18% - Maybe



RVA Summer Staff Meeting at SentryWorld in Stevens Point, WI in July 2022. Visit: ruralvirtual.org/rva-faculty for a full list of RVA staff.

To learn more about this report, or to simply get more information about the RVA, feel free to contact us.



Charlie Heckel
Administrator

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Sara Holewinski
Principal

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Rural Virtual Academy Consortium™

Abbotsford • Antigo • Ashland • Athens • Auburndale • Bloomer • Bonduel • Bowler •
Chequamegon • Chilton • Clinton • Clintonville • Cochrane - Fountain City • Colby • Crandon •
Denmark • East Troy • Edgar • Elcho • Granton • Greenwood • Gresham • Iola-Scandinavia •
Kewaunee • Lac Du Flambeau • Loyal • Marion • Marshfield • Medford • Mercer • Minocqua J1 •
Mosinee • Neillsville • New Holstein • New London • North Crawford • Oconto Falls •
Owen-Withee • Peshtigo • Phillips • Pittsville • Prentice • Rhinelander • Rib Lake • River Valley •
Rosholt • Southern Door County • Spencer • Stevens Point • Stratford • Suring • Thorp •
Three Lakes • Tomah • Waupaca • Westby • Weyauwega-Fremont • White Lake •
Wisconsin Dells • Wisconsin Heights • Wittenberg-Birnamwood

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