



Board Presentation

Developing a long term strategic plan for U-46

MARCH 7, 2016

U-46 engaged DMC to assist with drafting a focused, coherent and actionable strategic plan to guide the district over the next five years.

Strategic Planning - Rationale and Objectives

District Situation

Most school districts navigate a number of challenges and competing interests:



Increasing Diversity of Student Population and Need



Tightening Budgets



Rising Accountability



Growing Regulation

Strategic Planning Benefits

A coherent strategic plan helps navigate the growing number of challenges by:

- **Prioritizing a focused and actionable set of the most important levers** for improving performance
- **Aligning all district stakeholders** on a clear path forward over the next few years
- Providing a guidance document to **drive allocation of the district's limited resources** (financial, human capital and others)

The design of the strategic plan is now complete. The next phase will be to develop detailed plans for it's implementation.

Project Workplan



9-12 months (if applicable)

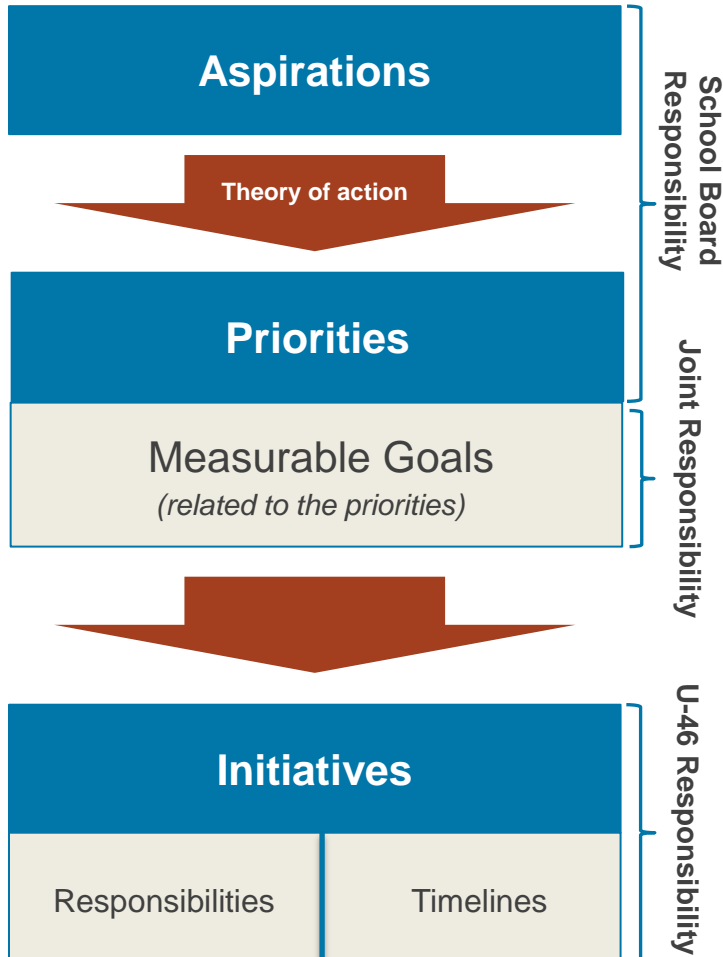
- ✓ **Gather and analyze quantitative data** on what is working well and areas in need of improvement
- ✓ **Conduct additional stakeholder interviews** to better understand district priorities
- ✓ **Form steering committee** and organize project kick-off
- ✓ **Share findings from needs assessment** with steering committee to inform strategic plan

- ✓ **Work with steering committee** to:
 - ✓ **Refine long-term aspirations** for U-46
 - ✓ **Draft a theory of action**
 - ✓ **Develop district priorities** in line with the drafted theory of action
- ✓ **Incorporate community feedback** into the drafted plan
- ✓ **Finalize measurable goals** related to district priorities

- **Form implementation teams** and begin planning for Phase II
- **Develop yearly targets for identified measurable goals**
- **Create a list** of current school system initiatives
- **Perform a gap analysis** to identify future initiatives
- **Finalize a new set of initiatives** aligned with priorities
- **Develop an action plan** (with detailed phasing and roles and responsibilities)
- **Manage and report** on the progress of implementation

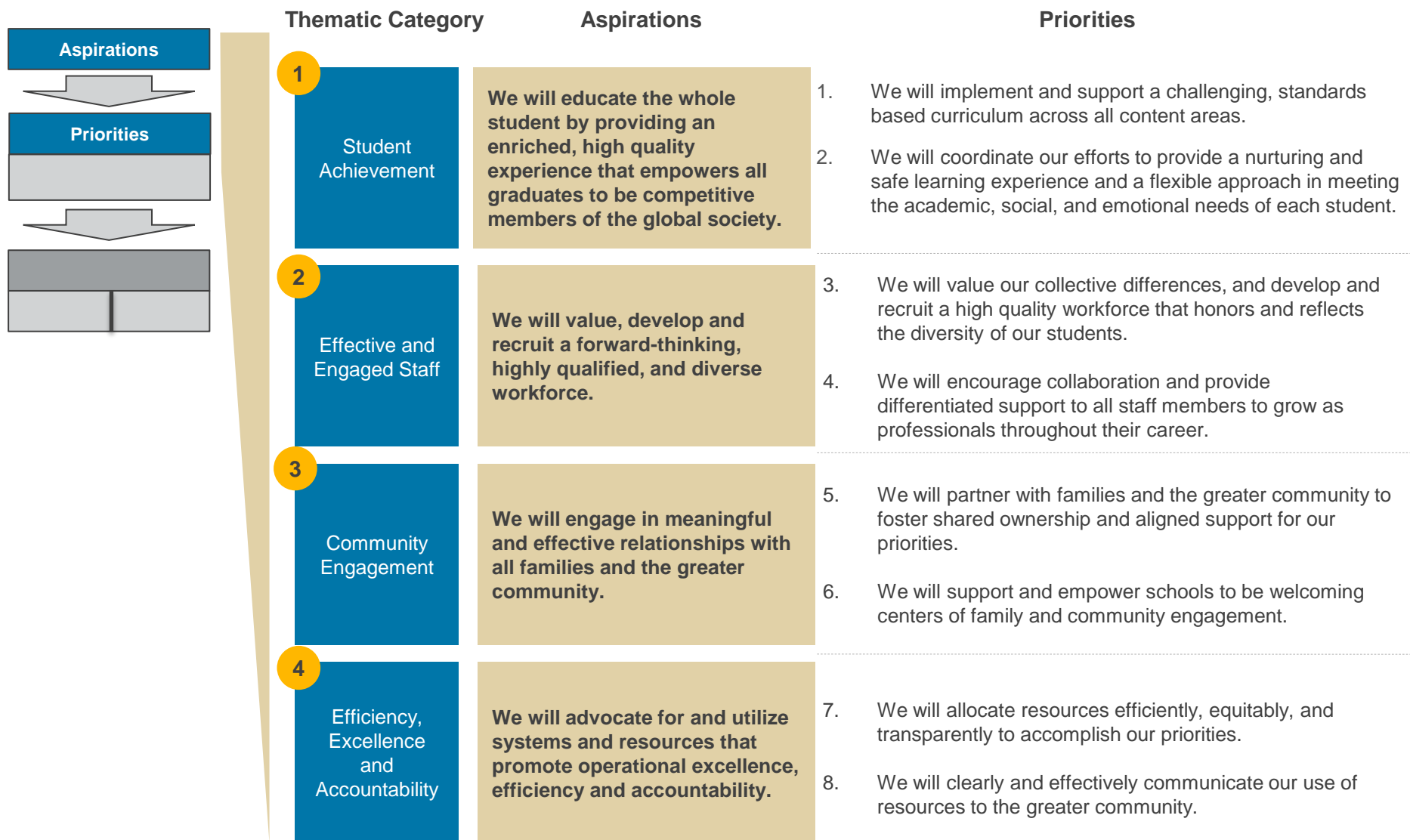
Once the data analysis was complete, the district used a comprehensive framework to guide the development of the strategic plan.

Strategic Planning Framework



| Definitions | Questions |
|--|---|
| <p>Aspirations: <i>Definition of where the organization wants to be in future.</i></p> | <p>What does success look like?</p> |
| <p>Theory of action: <i>Set of beliefs, policies, and practices connected by logic rules. Belief around why something will be successful.</i></p> | <p>What do we believe will help us achieve our aspirational goals?</p> |
| <p>Priorities: <i>Broad thematic areas of focus.</i></p> | <p>How will we support the theory of action?</p> |
| <p>Measurable goals: <i>Specific and measurable targets related to district priorities.</i></p> | |
| <p>Initiatives: <i>Specific actions related to each priority that help to achieve the measurable goals.</i></p> | <p>What needs to happen by when and by whom?</p> |

The steering committee completed the draft of the aspirations and priorities based on feedback from the community. The board approved these in April 2015 and reaffirmed in February 2016.



U-46's theory of action emphasizes equity in distribution of resources and a culture of innovation in order to prepare all students for success.

Theory of Action

IF WE...

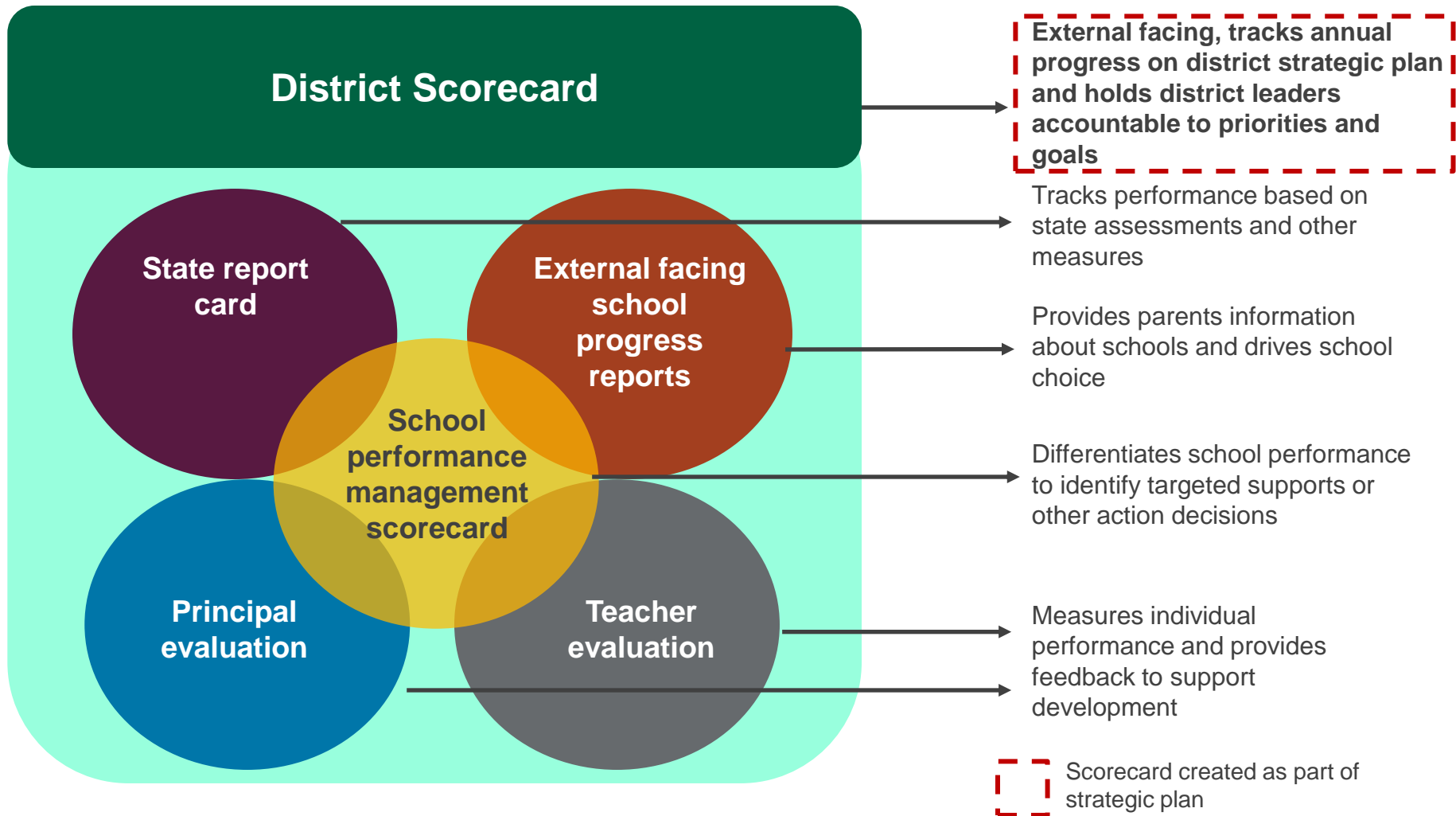
- Hire, develop, and support team members at every level of the organization;
- Empower schools and school staff to use innovative techniques to meet the unique needs of their students and to engage parents and families;
- Promote a collaborative culture that results in increased flexibility at the school level and maintains accountability to high standards of performance;
- Ensure that district resources are distributed equitably and transparently;

THEN...

All students will have the experiences they need to graduate from U-46 and will be prepared with the skills necessary to compete and succeed in a global society.

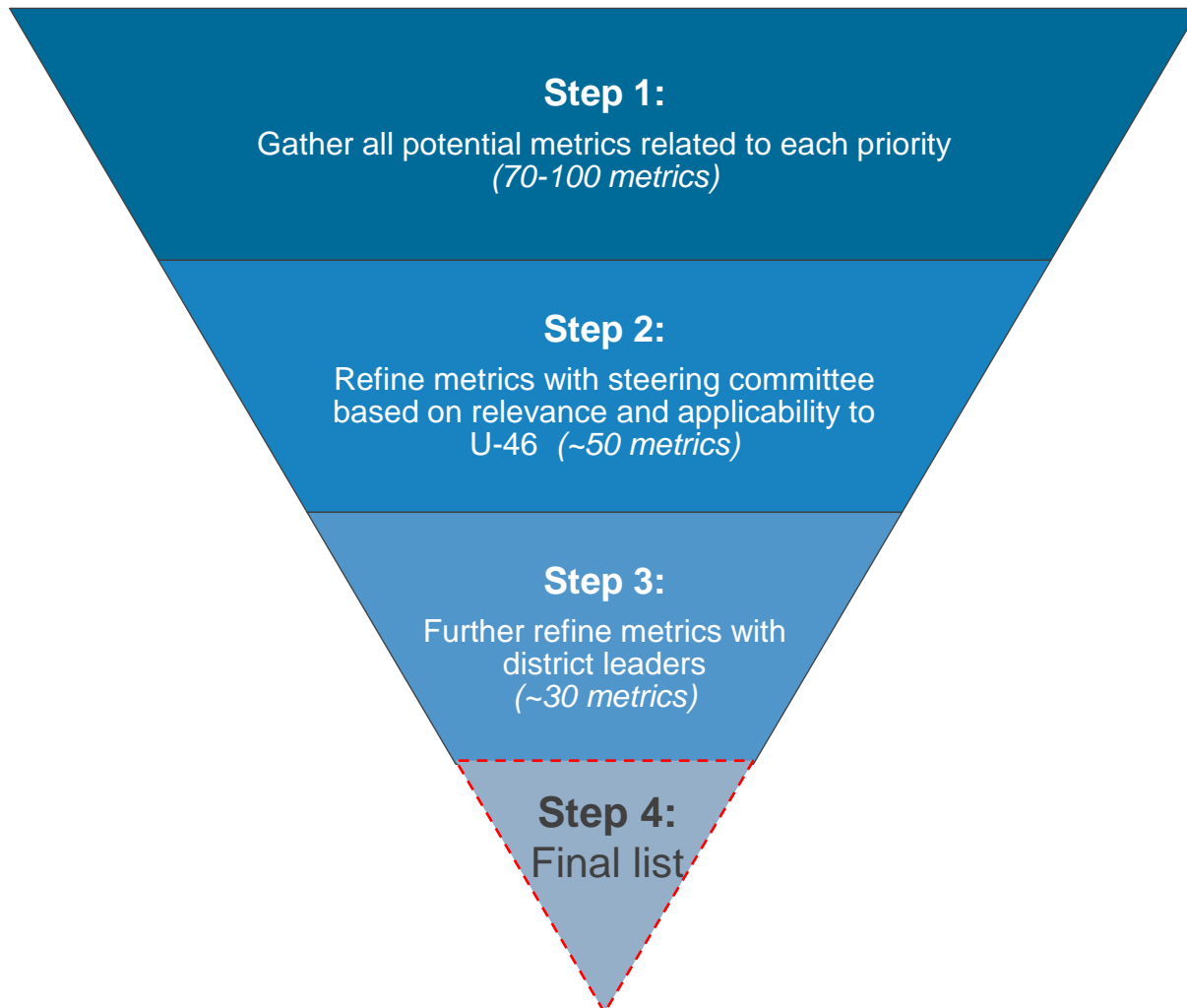
The next phase involved the creation of a district scorecard (consisting of measurable goals) to measure progress.

Typical District Tools for Performance Measurement



A number of work steps were involved in arriving at the current draft of external facing measurable goals.

Process Steps for Selection of Measurable Goals



Measurable Goals

Thematic Category: Student Achievement

Aspiration: We will educate the whole student by providing an enriched, high quality experience that empowers all graduates to be competitive members of the global society.

Priority 1

We will implement and support a challenging, standards-based curriculum across all content areas.

- 1. Increase the percent of students who are prepared for kindergarten.**
 - Reduce by one half the percentage of students not proficient in meeting the kindergarten readiness benchmark for students enrolled in a district provided pre-K program as measured by letter identification.**

Measurable Goals

Thematic Category: Student Achievement

Aspiration: We will educate the whole student by providing an enriched, high quality experience that empowers all graduates to be competitive members of the global society.

Priority 1

We will implement and support a challenging, standards-based curriculum across all content areas.

2. Increase the percentage of students who are prepared for high school.

- **Reduce by one half the percentage of students not meeting the college readiness benchmark as measured by the spring administration of NWEA MAP for grades 5 and 7.**
- **Reduce by one half the percentage of 9th grade students who are not “on track” as measured by earning at least 10 semester credits in physical education/health, English, math, science or social studies with not more than 1 semester failure.**
- **Increase by 2% annually the number of elementary and middle school students meeting or exceeding annual typical growth targets measured by NWEA MAP for winter to winter term.**
- **Increase by 2% annually or attain 75% overall of students enrolled in a two or four-year college within 24 months of high school graduation.**

Measurable Goals

Thematic Category: Student Achievement

Aspiration: We will educate the whole student by providing an enriched, high quality experience that empowers all graduates to be competitive members of the global society.

Priority 1

We will implement and support a challenging, standards-based curriculum across all content areas.

3. Increase the percent of students who are college and career ready.

- **Increase unique high school students enrolled in AP/honors courses by 2% annually or attain 30% enrollment overall.***
- **Increase high school students receiving industry credentials by 5% annually or attain 25% overall.***
- **Reduce by one half the percent of students not graduating within 5 years.***

***Similar metric measured or proposed to be measured by ISBE.**

Measurable Goals

Thematic Category: Student Achievement

Aspiration: We will educate the whole student by providing an enriched, high quality experience that empowers all graduates to be competitive members of the global society.

Priority 1

We will implement and support a challenging, standards-based curriculum across all content areas.

4. Increase the percent of students who are bilingual and biliterate.

- Increase by 3% annually or attain 75% overall of English Language Learner students making progress in English language proficiency on ACCESS/SUPERA.***
- Reduce by one half the percentage of students who change from a Dual Language program to a non-Dual Language program.**
- Increase the number of students earning the Seal of Biliteracy.**

***Similar metric measured or proposed to be measured by ISBE.**

Measurable Goals

Thematic Category: Student Achievement

Aspiration: We will educate the whole student by providing an enriched, high quality experience that empowers all graduates to be competitive members of the global society.

Priority 2

We will coordinate our efforts to provide a nurturing and safe learning experience and a flexible approach in meeting the academic, social, and emotional needs of each student.

- 1. Increase the percentage of students who report that there is an adult who cares about them at school.**
 - Increase by 2 scale points the 5Essentials score as reported by students on the question related to student-teacher trust.***
- 2. Increase the percentage of students who feel safe at school.**
 - Increase by 2 scale points the 5Essentials score as reported by students on the question related to safety.***

***Similar metric, climate rating, proposed to be measured by ISBE.**

Measurable Goals

Thematic Category: Student Achievement

Aspiration: We will educate the whole student by providing an enriched, high quality experience that empowers all graduates to be competitive members of the global society.

Priority 2

We will coordinate our efforts to provide a nurturing and safe learning experience and a flexible approach in meeting the academic, social, and emotional needs of each student.

- 3. Increase the percentage of students who feel it is important to come to school every day.**
 - Increase by 1% annually or attain 98% overall the percentage of students who attend school at least 95% of the time.**
- 4. Increase number of schools implementing Multi-Tier System of Support (MTSS) with fidelity at tiers 2 and 3.**

Measurable Goals

Thematic Category: Effective and Engaged Staff

Aspiration: We will value, develop, and recruit a forward-thinking, highly qualified, and diverse workforce.

Priority 3

We will value our collective differences, and develop and recruit a high quality workforce that honors and reflects the diversity of our students.

- 1. Increase the percentage of staff who have cultural competency training and ESL endorsements.**
 - Increase by 2% annually or attain 75% overall of staff who participated in cultural competency training.**
 - Increase by 2% annually or attain 75% overall of staff who have earned ESL/Bilingual Education endorsements.**
- 2. Increase inter-rater reliability of performance rankings for all employees.**
- 3. Increase diversity of staff within and across all staff positions.**
 - Increase by 1% annually the percentage of staff that mirrors the population of the district.**

Measurable Goals

Thematic Category: Effective and Engaged Staff

Aspiration: We will value, develop, and recruit a forward-thinking, highly qualified, and diverse workforce.

Priority 3

We will value our collective differences, and develop and recruit a high quality workforce that honors and reflects the diversity of our students.

- 4. Increase the percentage of overall staff attendance by school, by program and by reason.**
 - Reduce by 2% annually the utilization of substitutes.**
- 5. Increase retention rate for employees who rate proficient or higher on their employee evaluations.**
- 6. Increase the percentage of staff who rate principals as highly effective in creating a strong school culture.**
 - Increase annually the ratings of schools that communicate a clear vision as measured by 5Essentials survey.**

Measurable Goals

Thematic Category: Effective and Engaged Staff

Aspiration: We will value, develop, and recruit a forward-thinking, highly qualified, and diverse workforce.

Priority 4

We will encourage collaboration and provide differentiated support to all staff members to grow as professionals throughout their career.

- 1. Increase the number of teachers who agree that their professional development is rigorous and focused on student learning.**
 - Increase by 2 scale points on 5Essentials survey teachers who agree that their professional development is focused on student learning.**
- 2. Increase number of strategic leadership opportunities for staff across the district.**
- 3. Increase number of opportunities for differentiated professional development for all employee groups.**
 - Increase number of opportunities for professional development for certified staff as recorded in CourseWhere.**

Measurable Goals

Thematic Category: Effective and Engaged Staff

Aspiration: We will value, develop, and recruit a forward-thinking, highly qualified, and diverse workforce.

Priority 4

We will encourage collaboration and provide differentiated support to all staff members to grow as professionals throughout their career.

- 4. Increase the percentage of participation in professional development for all employee groups.**
 - Increase participation in professional development as measured by CourseWhere.**
- 5. Increase the percentage of teachers and school leaders who perceive the evaluation process as improving their professional practice.**
 - Increase rating of the evaluation process as improving professional practice as measured by the annual TAP survey.**
- 6. Increase retention rate of new teachers (less than 5 years of teaching).**

Measurable Goals

Thematic Category: Community Engagement

Aspiration: We will engage in meaningful and effective relationships with all families and the greater community.

Priority 5

We will partner with families and the greater community to foster shared ownership and aligned support for our priorities.

- 1. Increase the number of opportunities for community members to interact with board members outside of the board meetings and provide feedback.**
 - Increase participation of community members.**
- 2. Increase the number of opportunities for community members to interact with U-46 staff and provide feedback.**
- 3. Increase awareness through social media and district communication resources and tools.**
- 4. Increase family and community member participation and volunteerism in school and district sponsored activities and events.**
- 5. Increase targeted collaboration and tools for community organizations to work with U-46.**

Measurable Goals

Thematic Category: Community Engagement

Aspiration: We will engage in meaningful and effective relationships with all families and the greater community.

Priority 6

We will support and empower schools to be welcoming centers of family and community engagement.

- 1. Increase diverse parent representation and satisfaction on school and district committees.**
- 2. Increase parents' satisfaction rates on how welcome and respected they feel within the district.**
- 3. Increase number and types of community events and services hosted at schools.**
- 4. Increase opportunities for families to learn about navigating the school system.**

Measurable Goals

Thematic Category: Efficiency, Excellence and Accountability

Aspiration: We will advocate for and utilize systems and resources that promote operational excellence, efficiency, and accountability.

Priority 7

We will allocate for and utilize systems and resources that promote operational excellence, efficiency and accountability.

- 1. Increase number of programs analyzed for instructional cost-effectiveness (ROI).**
- 2. Increase percent of budget dedicated to instruction.**
- 3. Increase satisfaction of principals with all Educational Service Center departments.**

Measurable Goals

Thematic Category: Efficiency, Excellence and Accountability

Aspiration: We will advocate for and utilize systems and resources that promote operational excellence, efficiency and accountability.

Priority 8

We will clearly and effectively communicate our use of resources to the greater community.

- 1. Increase outreach and communication about the district's financial health, practices, and procedures.**
- 2. Increase participation in collaborative efforts to improve the school funding system in Illinois.**

U-46 convened a steering committee dedicated to developing the strategic plan.

U-46 Strategic Planning Steering Committee Membership

| Member | Position |
|-----------------|--|
| Markisha Bush | Elementary School Principal |
| Kathryn Castle | Elgin Teachers Association President |
| Angie Ernst | Elementary School Principal |
| Perry Hayes | Middle School Principal |
| Laura Hill | Director of Assessment and Accountability |
| Terri Lozier | Assistant Superintendent of Secondary Schools and Equity |
| Veronica Noland | Board of Education Member |
| Melissa Owens | Citizens' Advisory Council Member |
| Tony Sanders | Chief Executive Officer |
| Donna Smith | Board of Education President |