





Strategic Planning Orientation

Welcome Superintendent Lori Bein

Who are we and what are we here to do?

- Introduction of Plan Team members
- Review of Meeting Dates and Times
- Introduction of Facilitator





Strategic Plan Team Membership

Students	Families Community	Staff	Management
Maggie Coneva C J Dahlgren Nathan Georg Xavier Lipani Mollie Lumsden Charlie Morrison	Nicole Barbieri Colby Burke Shannon Distel Jamila Fielder Carrie Fullerton Shannon Kersemeier Lisa Kusumpa Liz Nieman Alexandra Ovington Anisha Patel Ann Poyer Randy Recklaus	Brittany Baker Christina Dastice Cathy Humbert Kelly Loch Lana O'Brien Linda Pelczynaki Lauren Salsinger Katie Stanhope Casey Whitaker	Lori Bein Ann Buch Chris Fahnoe Becky FitzPatrick Adam Harris Scott Kaese Jim Morrison Adam Harris

Meeting Dates

Purpose	Date	Time
Orientation	October 28	4:00-6:00 Virtual
Data Retreat	Nov 16 <mark>Nov 19</mark> Dec 1	4:00-6:00 Virtual <mark>4:00-6:00 Virtual</mark> 4:00-6:00 Virtual
Vision Retreat	Dec 9 Dec 14 Dec 16	4:00-6:00 Virtual 4:00-6:00 Virtual 4:00-6:00 Virtual
Setting Direction Retreat	Jan 11 Jan 19	4:00-6:00 Virtual 4:00-6:00 Virtual
Final Meeting	Feb 10	4:00-6:00 Virtual

Perry Soldwedel

CEC Director Certified Facilitator Strategic Management Group/Scorecard Institute







CEC effectively creates long-term transformation in schools and districts by focusing on culture and capacity building. Our services are collaborative, democratizing processes that build on the best parts of where your system has been and inspire you to see what is possible for the future.

As your partner, we can work with individuals, districts, teams, agencies; across the spectrum of roles, programs, and systems with the focus on lasting impact.

From Great to Greatest!

School District 25 Embracing Today | Inspiring Tomorrow

The foundation of **CONTINUOUS IMPROVEMENT** rests upon the pillars of mission, vision, and goals. Each of these pillars asks a different question of stakeholders within the system. The pillars rest on Core Values.





FOUNDATION OF CONTINUOUS IMPROVEMENT

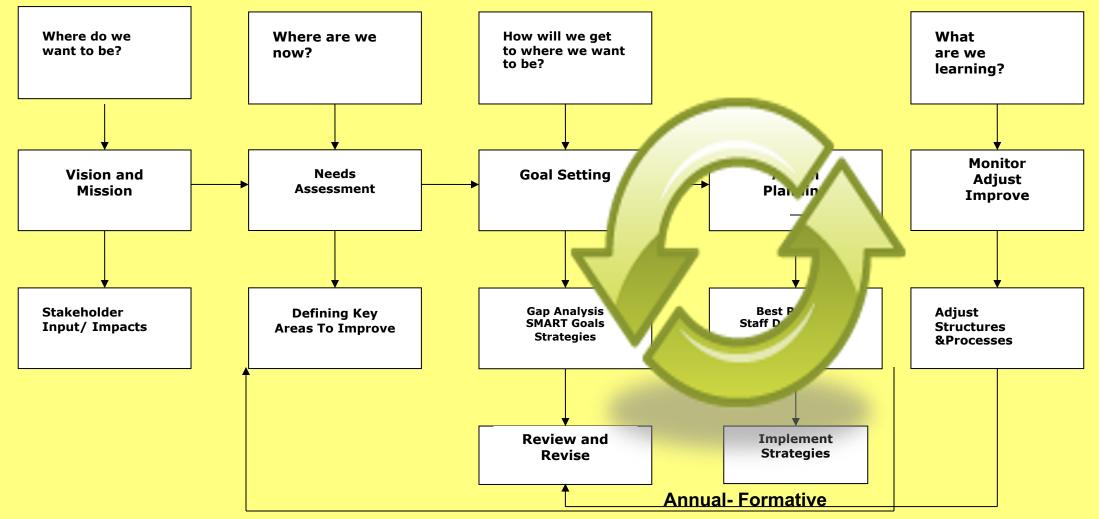
Pillars	Guiding Question	
MISSION	What is our fundamental purpose; why do we exist?	
VISION	What must we become in order to accomplish our fundamental purpose?	
GOALS	How will we know if we are making a difference?	
VALUES	How must we behave to achieve our mission, vision and goals?	

When boards of education along with teachers, administrators, students, families and the community have worked together to consider those questions and reach consensus regarding their collective positions on each question,

they have built a solid foundation for CONTINUOUS IMPROVEMENT and provide their systems with a roadmap for getting better every day.

> -- DuFour, DuFour, Eaker and Many: Learning By Doing)

Strategic Planning Process



Multi-Year: Summative

WHERE DO WE WANT TO BE?

HOW DO WE GET FROM WHERE WE ARE TO WHERE WE WANT TO BE?

WHERE ARE WE NOW?

It is good to have an end to journey toward; but it is the journey that matters in the end.

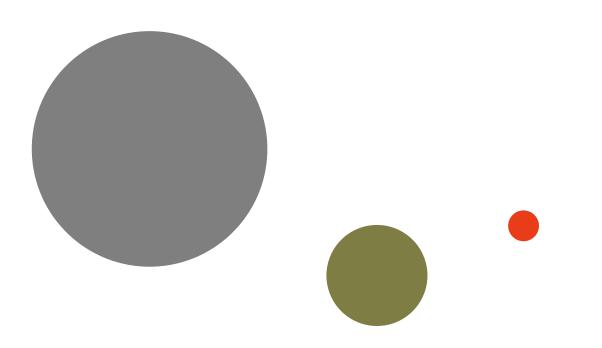
Ursula K. LeGuin 1999

CONTINUOUS IMPROVEMENT

"The size and the prettiness of the plan is inversely related to the quality of action and the impact on student learning."

- Doug Reeves







"See it **big**, and keep it **simple**."

~Wilfred Peterson



Confusion, Chaos, Overwhelmed

Keep it alivenot sitting on the shelf collecting dust **Strategic Plans** need to be short and concise. They need to set a **BIG PICTURE** for where the organization is headed and how the organization will measure its success.

Strategic Plan Team Roles & Responsibilities

- Attend all meetings of the planning team.
- Prepare for each meeting by reading materials aligned to each agenda.
- Work collaboratively as a table team.
- Believe in continuous improvement.
- Believe the district can move from great to greater.
- Invent a future for students that is very different than today. Hold high expectations.
- Recommend a dynamic, powerful strategic plan to the superintendent.

Examine the Top Ten reasons why plans fail. Pick 2-3 that might be something you want to keep in mind to make the new plan successful.



TOP TEN Reasons Strategic Plans FAIL

1.	Partial commitment/ little ownership or buy-in
2.	Writing the plan and putting it on the shelf
3.	Focused on insufficient data and information
4.	Too many goals and strategies/overly complex
5.	No accountability or follow through/ lack of measures
6.	Lack of resources or alignment with budget
7.	Lack of stakeholder input and feedback
8.	A non-representative planning group
9.	Activities with no progress monitoring and reporting
10	Ignoring marketplace reality, facts and assumptions/out of sync with trends and needs



- Satisfaction Data or Best Hopes for the Future Data from students, families, staff, or communities.
- Social, Emotional, Political, Demographical, Technological, or Educational Data emerging or impacting the future.
- PK-12 System Data and Information guiding College, Career or Workplace success.

<u>Environmental Scan:</u> What can we learn from those we represent or from leading forecasters or practices that might ensure our mindset for change as we begin to plan together?

As a strategic plan team member, what were key concepts you found in the homework articles that we all need to keep in mind as we do our work together.

Generate 3-5 from each of the key concepts from the article you read.

Be ready to share with your team.



FROM A NATION AT RISK TO A NATION AT RISK AT HOD P

Recommendations from the National Commission on Social, Emotional, & Academic Development

THE PATH **TO INSTRUCTIONAL** EXCELLENCE **AND EQUITABLE**

D.C.'s LEAP program helps teachers become experts at teaching high-quality, standardsaligned content

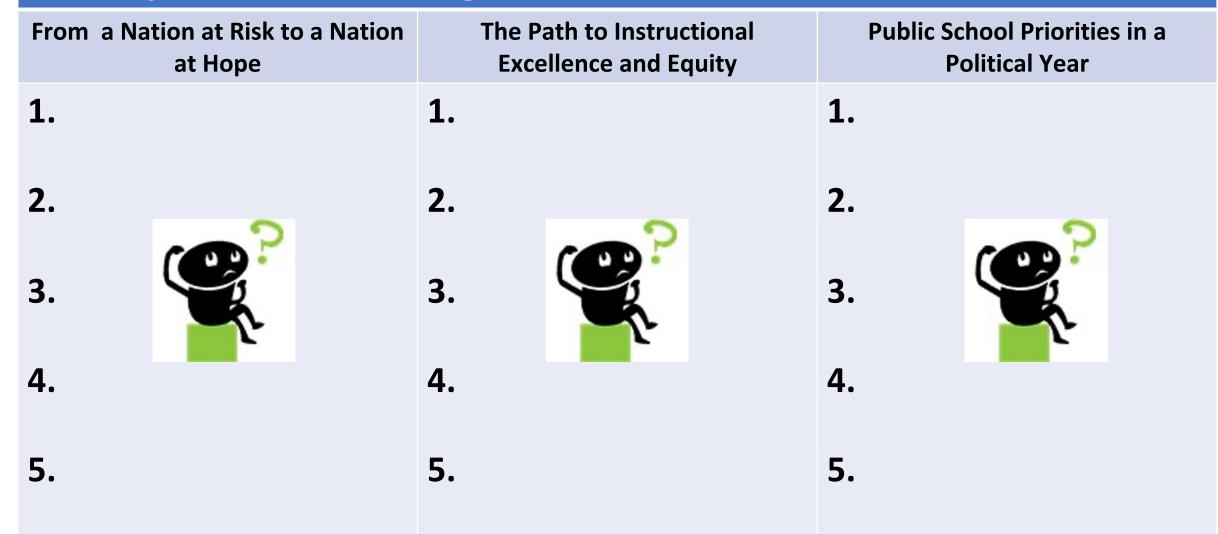


Public School Priorities in a Political Year

Activity Summary

Roles	Article Groups	Table Teams
Article Chart recorder	Everyone who read or viewed	Time to share the 5 most
	the same homework	important concepts from each
Time Keeper	assignment (3 Groups)	of the three different
		assignments
	Experts who will identify the 5	
	most important concepts from	Transforming the Teaching
	the assignment to share with	Profession. 5 minutes
	those who did not read the	
	assignment	The Whole Child. 5 minutes
	10 minutes to brainstorm,	Reimagining Today's Schools 5
	document, and record	minutes

Key Concepts from each of the Homework Assignments Important for Strategic Plan Team Members to Remember



Steps in the Process

Components:

Orientation

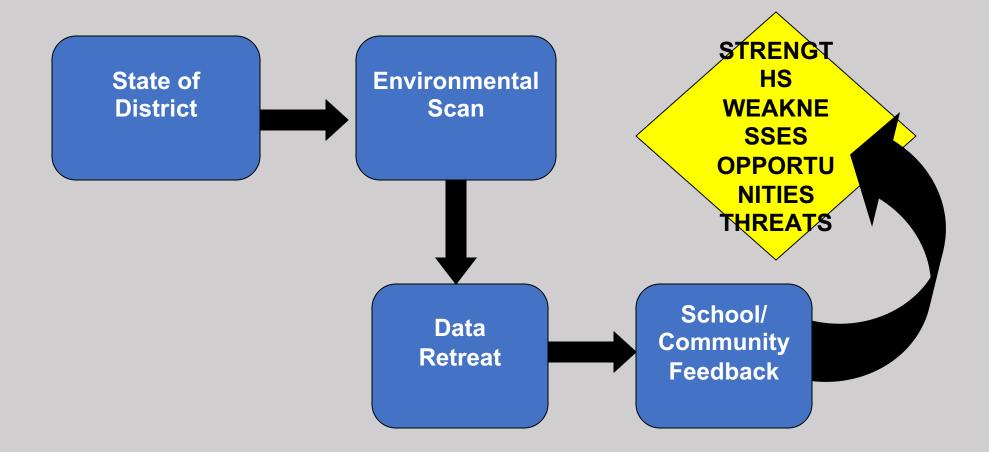
- Data Retreat
- Vision Retreat
- Setting Direction Retreat
- Final Recommendation
- Stakeholder Engagement
- Living the Plan

Products:

SWOT Analysis Preferred Future Statement Draft of the Strategic Plan



PART ONE: Determine the current state of the district – Where are we now?

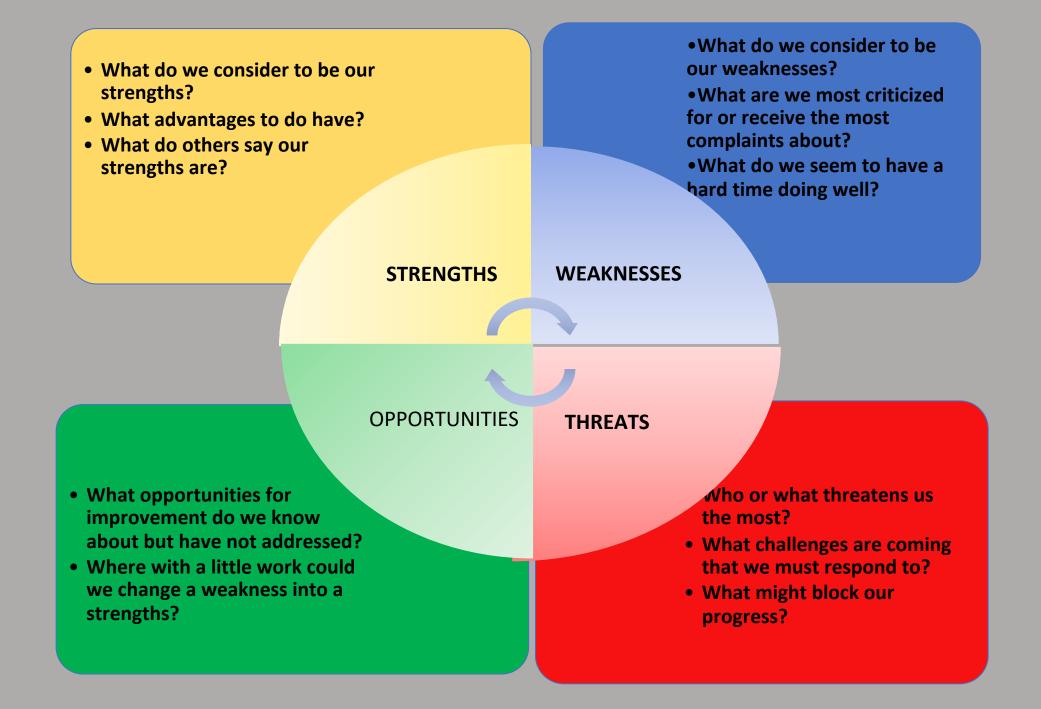




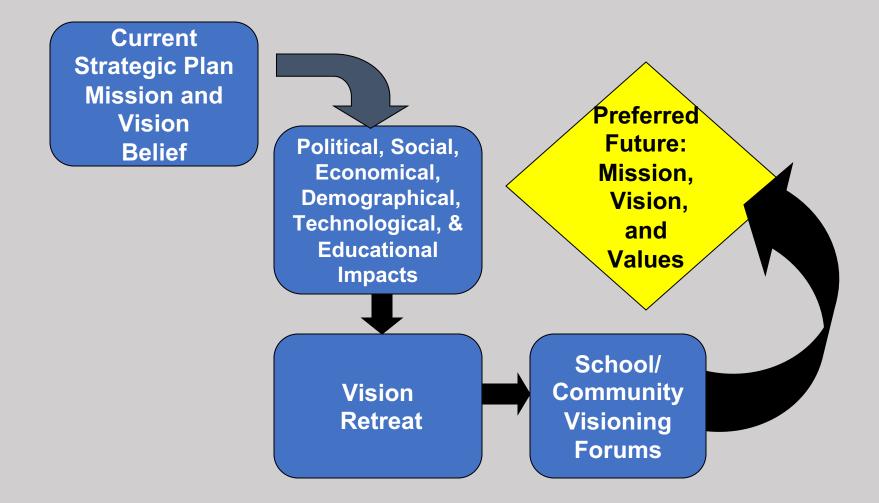
SWOT ANALYSIS

- Strengths
- •Weaknesses
- •Opportunities
- •Threats





PART TWO: Determine the "PREFERRED FUTURE"- Where do we want to be?



What are the skills to ensure student success?





What are the attributes of a high-quality school system?

1. Leadership

A successful school districts promotes shared leadership and decision-making.

2. High Expectations

A successful school district holds high expectations for all students and teachers.

3. Ongoing Evaluation

A successful school district personalizes instruction to know what each learner knows an needs to know next.

4. Goals and Direction

A successful school district is focused through clear goals and direction,

5. Secure and Organized

A successful school district promotes a safe, nurturing and secure culture.

Visioning Activities

- Research article
- Virtual Site Visit
- Student agency
- Vision 2020
- Vision Concepts Survey
- Student Choice

FUTURISTIC VISION WORKSHEET		
We Can Do Within a Year	We Can Do Within 5 Years	Really Intriguing

MISSION VISION

From where we are to where we want to be

CORE VALUES

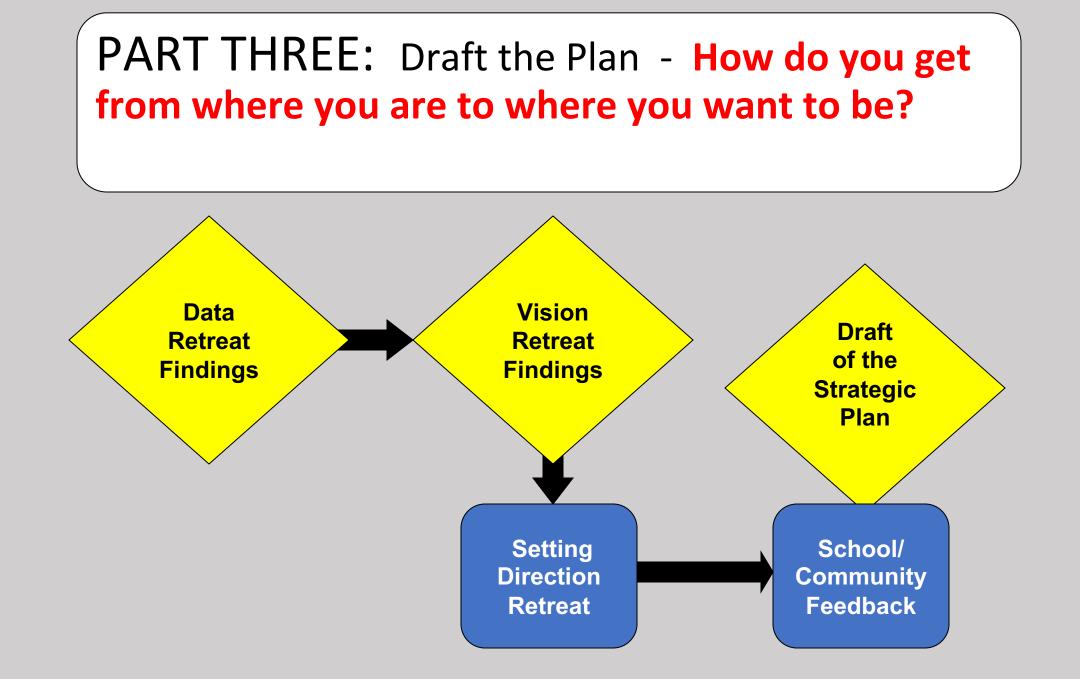
Beliefs that guide our behaviors and actions



How do we want to be different 5-10 years from now than we are today?

Characteristics of a Great Preferred Future Statement

- Future Focused. Provides the "big picture" and clearly describes what your organization will be like in several years.
- Directional. Serves as guide to organizational plans and strategies.
- Specific. Clear and focused enough to shape decisionmaking.
- Relevant and Purpose-Driven. Reflects the company's response to the challenges of the day.
- Values-Based. Implies the set of values that are required to support the organization.
- Challenging. Inspires members of the organization to do great things and achieve a higher level of standards.
- Unique and Memorable. Highlights what makes the organization different and why it matters.
- Inspiring. Appealing and engages people to commit to a cause.

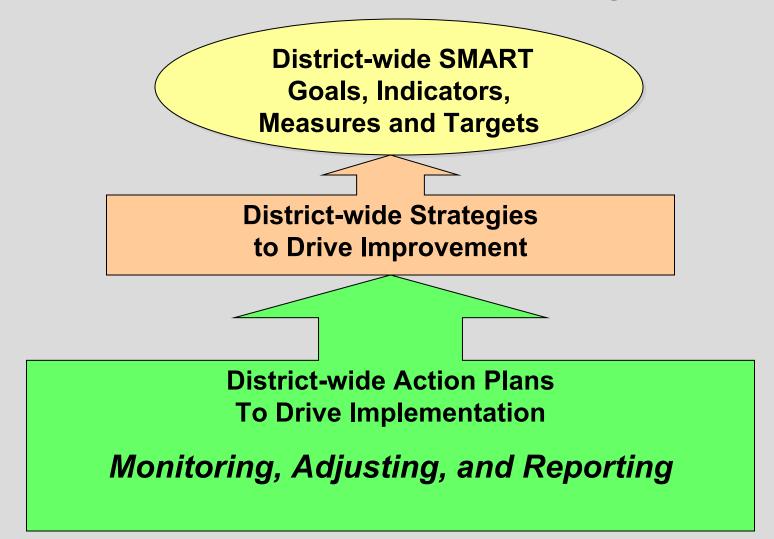


"One is hard pressed to think of any organization that has sustained some measure of greatness in the absence of goals, values and missions that become deeply shared throughout the organization."

> ~ Peter Senge <u>The Fifth Discipline</u>

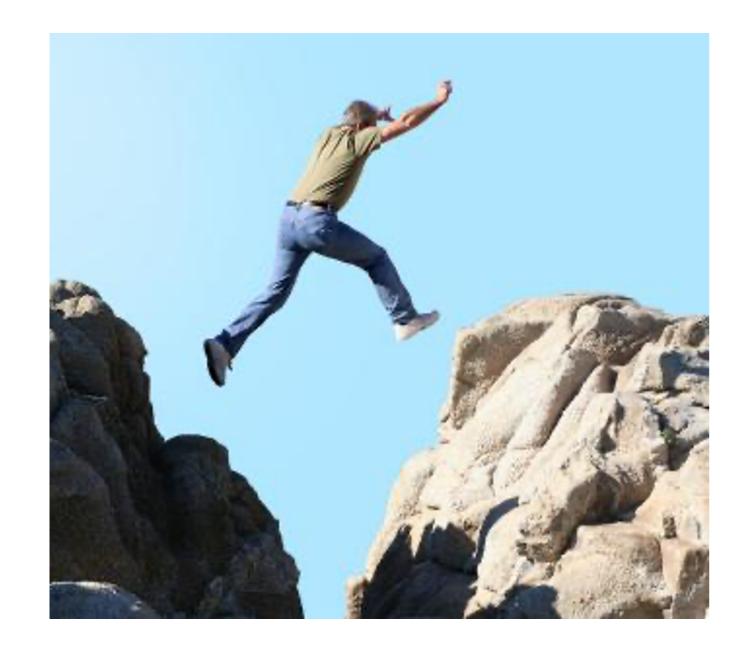


SMART goals require aligned strategies and well-designed action steps in order to provide stakeholders with a map of what's important and a plan for how to get there.

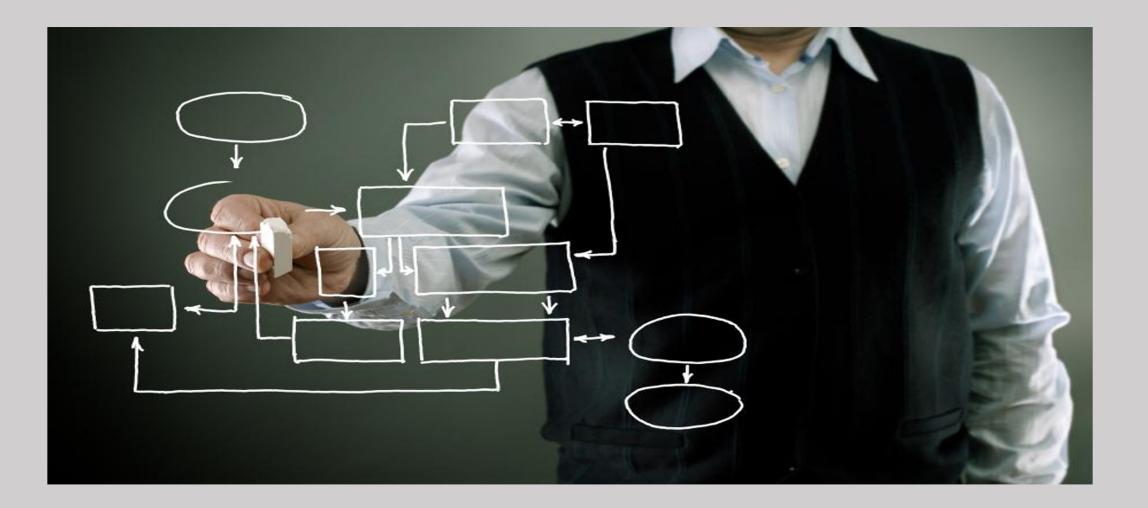




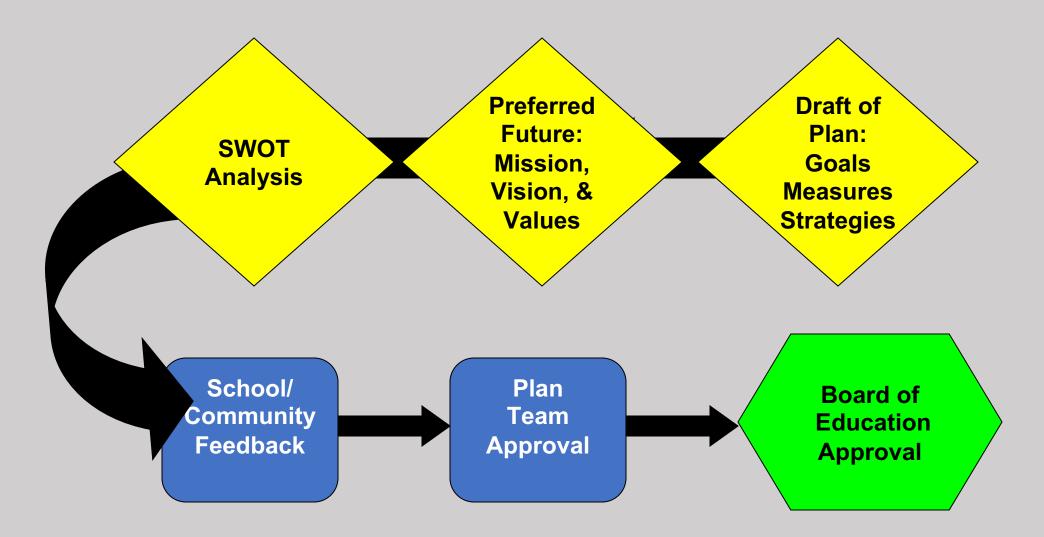
What do we need to do to close the gaps and get closer to realizing our mission, vision, values and goals?



PLAN DRAFT



PART FOUR: Finalizing the Plan

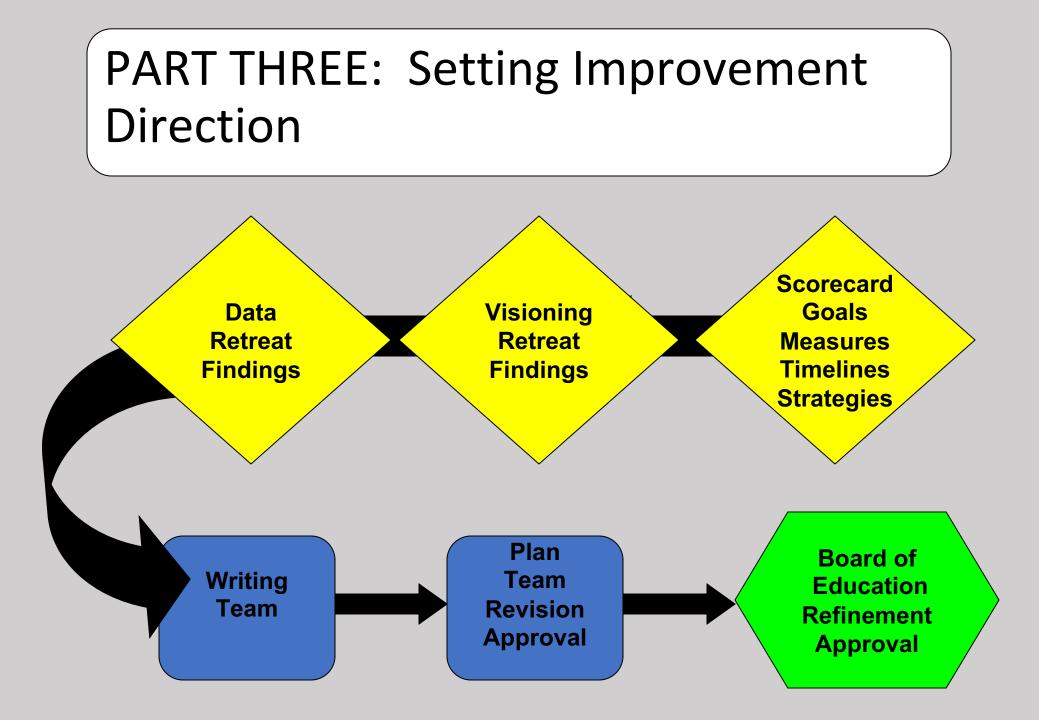


Deliverables



- One Page Strategic Plan-Vision, Mission, Values/Beliefs, Goals, Strategies
- Support Document containing details related to the One-Page Plan



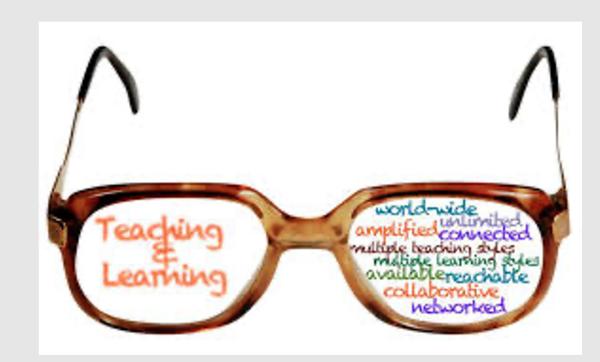


FEEDBACK AND REFINEMENT

Review of Current Plan



- Hear about the Current Plan
- It is a living plan?
- Are there parts of it on which we can build a new plan?



AHSD25 Strategic Vision 2020

Embracing today – Inspiring tomorrow

Arlington Heights School District 25 cultivates innovative learners within a nurturing and collaborative community to thrive in an ever-changing world. **Broaden Best Practices**

Explore Program Expansion

Strengthen Community Relations

Enhance Staff Support

Maintain & Enhance High Quality Facilities

Summer 2017	1J. Align EL practices acros the district	
outlinet box		
	28. Determine future Early Childhood location, expansion and delivery model:	
	2C. Explore options for full day Kindergarten	
	2D. Explore scheduing alternatives for students, school year and staff development	
	2E. Continue to assess and refine staffing models and define roles	
	3B. Establish consistent communication routines with entire community	
	3C. Develop and build upon existing community parterships	
Item substantially complete/ongoing	4A. Further cultivate the organizational health of AHSD25	
	4B. Further promote the health and wellness of AHSD25 staff members	
Item still needs to be addressed	4C. Evaluate staff retention in AHSD25 and explore additional ways to retain staff	
Updated May 15, 2020	4D. Explore opportunities to further increased professional development time among	
	members	
	4E. Further opportunities to provide leadership training for AHSD25 teaching staff to a	
	the administration field:	
	4F. Evaluate programming for non-tenured staff in AHSD25	
	4G. Explore opportunities to expand the substitute pool in AHSD25	
	4H. Increase university clinical/student teaching partnerships	
	5B. Complete evaluation of safe ane secure buildings	

	and any here are not an and a second and any fa	
December 2017	1D. Review options for High Achievers	
	5A. Establish process to annually evaluate district space needs.	
June 2018	1A. Increase technology access	
	1F. Explore inclusion models	
	1G. Increase cultural awareness	
	28. Determine future Early Childhood location, expansion and delivery model.	
	BA. Improve/shift the "us" and "them" mentality	
Item substantially complete/ongoing	3D. Solidify positive reputation of teachers and teaching	
Item still needs to be addressed	5D. Increase energy efficiency	
Updated May 15, 2020	18. Align curriculum ecross the district	
	1C. Explore how to address Social/Emotional needs	
	11. Review progress reporting philosophy and tools	
	2A. Study options for world language at K-5	
June 2020	1E. Grow capacity for the use of the personalized learning philosophy	
	1H. Communicate a purposeful Assessment Plan to all stakeholders	
	5C. Explore flexible learning spaces for innovation	



Examine the Strategic Plan of another district. What makes this a SMART Plan?



STRATEGIC PLAN

EMPOWERING ALL STUDENTS

Learners Today-Leaders Tomorrow



The 2017-2018 strategic planning process called Forward 47 was driven by stakeholders - engaging parents, community members, board members, staff, administrators, and former students in a collaborative effort. The new plan is intended to help shape the District's focus moving forward, build on existing strengths, and provide opportunities for growth over the next five years. In January 2018, the District 47 Board of Education approved the new strategic plan, establishing a set of priorities based on guiding principles designed to improve learning for all students.

OUR VISION Where We Are Headed

Learners are empowered when they:

- · Demonstrate academic growth by being independent and strategic learners.
- Apply the life skills of collaboration, communication, citizenship, character, critical thinking, and creativity in real world situations.
- Set goals, monitor progress, and recognize improvement.
- Learn in an environment that is safe, engaging, and collaborative.
- Are supported by high-quality educators committed to meeting individual needs through relevant and differentiated instruction.
- Are supported by collaborative partnerships that engage families and the community.

OUR VALUES What We Stand For

- Collaborative and respectful relationships
- Equitable and timely resources Engaged and innovative
- instruction Growth and continuous improvement
- Recognizing and accepting individual differences
- Responsible and accountable
- stakeholders
- Safe, secure environment
- Social, emotional, and physical well-being

OUR MISSION

Why We Exist **EMPOWERING ALL STUDENTS** Learners Today-Leaders Tomorrow



What Is Our Priority Work



Align and adjust curriculum and assessment to reflect rigor, relevance, and the 6 CS — critical thinking, collaboration. character.



Learning Environment Cultivate a supportive learning environment that is safe inclusive, innovative, and engaging

Assess and support the social and emotional needs of all students learners who are delayer



Work Environment

Cultivate a supportive, positive, and productive work environ that attracts, develops, and retains high-quality staff

Develop an aligned data
Provide time, tools, and c
system for making informed
expectations to ensure effe

Family and Community Partnerships Engage families and the community as vital partners in the learning process

Investigate and utilize effective tools and strategies to engage families, businesses, and the community as vital partners in the learning process



Resource Efficiencies

Align resources within a balanced budget to accomplish priorities and ensure equity within the District Ensure equity in allocating fiscal and program resources across the District to address variances an optimal teaching and

For more information, visit www.d47.org/forward47. #D47pride

OUR GOALS AND STRATEGIES What We Will Achieve What Is Our Priority Work Family and



For more information, visit www.d47.org/forward47. #D47pride



Empower Every Learner

MISSION Why we exist

VALUES

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What we stand for

Collaboration

Innovation

Resilience

Trustworthiness

Respect

Integrity

Continuous Improvement

Empower every learner to be an engaged, confident, caring, and inspired citizen.

VISION Where we are headed

Learners are empowered when they:

Engage in meaningful learning experiences that require:

- Critical thinking
- Curious exploration •
- Creative expression
- Collaborative interaction

Experience personal growth through:

- Meeting or exceeding relevant learning goals
- Being challenged with tailored instruction
- · Accepting responsibility and accountability for their learning
- Having voice and choice in their learning opportunities

Become global and digital thinkers who:

- Appreciate and respect diversity
- Participate as responsible citizens
- See the world as their classroom
- Use media and technology skillfully and responsibly

East arreated by staff families, and the community where

OUR GOALS AND STRATEGIES What we will achieve. What is our priority work.



GOAL #1 Student Growth & Achievement

Foster ongoing growth, development, and achievement for all students.

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students.

learning teams.

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GOAL #2 Learning Environment

Provide a supportive culture through a safe, nurturing, and innovative learning environment.



GOAL #3 Work Environment

Nuture a collaborative culture where staff are valued, empowered, and committed to continuous improvement.

GOAL #4 **Family & Community** Connections

Partner with families and our larger community to support student success.

Engage businesses, agencies, families, and community members as partners in supporting the mission of the district.

Collaborate with the high school and its feeder districts to promote effective transitions from elementary to middle to high school.

GOAL #5

Resources Ensure offentive and



· Steward the district's resources to ensure funding is



- Build and strengthen students' abilities in critical thinking. collaboration, communication, and creation through deep learning of content and effective use of technology.
- Use a balanced assessment system to guide and individualize instruction.
- Continuously improve a comprehensive curriculum that is accessible to all learners, prepares them for global citizenship, and empowers them with the knowledge and skills to be engaged learners.
- Emphasize the impact of diverse needs and social emotional learning on student success.

Design and implement learning opportunities that will

ensure staff acquire and utilize the essential skills, tools,

strategies, and processes to optimize learning for all

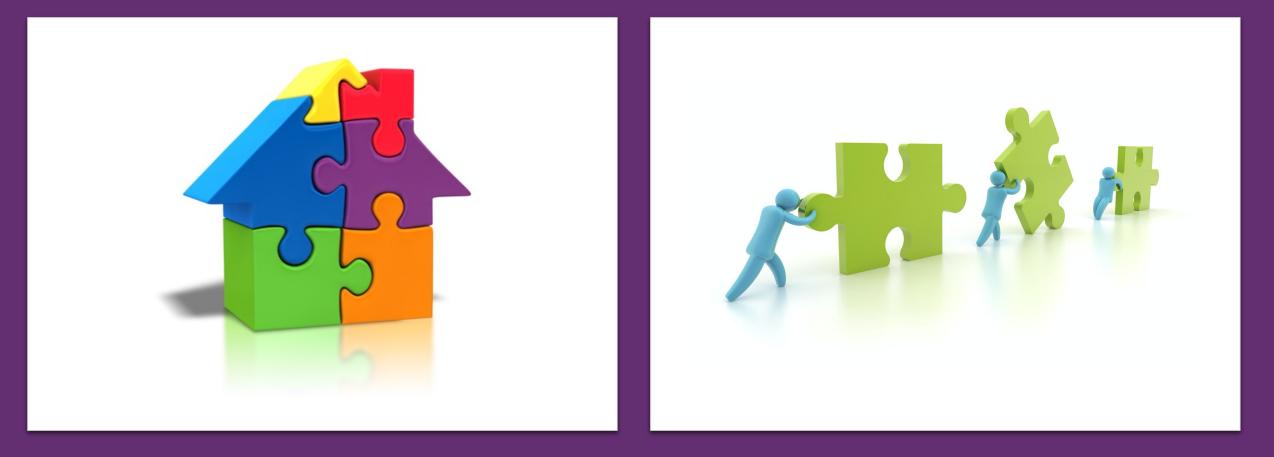
Use the strategic plan to focus the district's resources,

prioritize improvement initiatives, and guide the work of

Ensure flexible use of time and dynamic, physical learning environments to promote innovative teaching practices and learning experiences.

2019 DISTRICT 105 STRATEGIC PLAN 2024





LIVING THE PLAN

Align goals and strategies to a data
system

• Identify key indicators, measures, and targets for all goals and strategies

Align the data system to a progress monitoring and reporting system for all stakeholders.

Align the Plan to individual and team performance and program evaluation

Align the Plan to the work structures and shared decision-making processes

Align the Plan strategies to PDSA action plans

Align the Plan to resources of time and money

• Progress monitor and report growth and achievement while making adjustments to ensure improved results

- Align individual, team, school, and program goals and feedback to the data system
- Align the plan to school, team, department and program structures and processes to ensure ownership, responsibility and accountability
- Make sure strategy actions plans follow a consistent SMART process to develop a two-way collaborative communication system
- Align budget and meeting agendas to the Plan to ensure focus and priority.



ARLINGTON HEIGHTS SCHOOL DISTRICT 25

Our District

COVID-19 Hub

School Board

Departments

Arlington Heights School District 25
Departments Superintendent

SUPERINTENDENT Final Orientation Vision Retreat & Meeting & Superintendent's Welcome Introduction & Data Setting Direction Living the Retreat Retreat Plan Books with Bei



we come to the Strategic Planning | 2020-2021 portion of our website. Prior to the COVID-19 shutdown in March 2020, District 25 intended to begin its new, strategic planning process. As with many things in the world, that intent took a back seat to the

Strategic Plan Website

Demonstrate how our work will be documented and accessible throughout the process for team members and constituents.

URL Document

Preview Data Retreat

Answers the question: Where are we now?

Paint a data picture to identify what is trending in a positive direction and what is trending in a negative direction

- Know our strengths and celebrations
- Know our weaknesses and opportunities
- Prepare a SWOT analysis





Greatness is not where we stand but in what direction we are moving ...