

District 99 STRATEGIC PLAN

Overarching Goal: Stay committed to our tradition of a student centered approach and mission as an organization.

Stages of Strategic Planning Task/Concept Development and Implementation Timeline				
Exploration (E)	Development (D)	Implementation (I)	On-going (O)	Completion (C)
Concept is being investigated for viability. Findings of investigation will be reported and used to determine if the task/concept will be considered for implementation.	Commitment to the task has been established. Parameters for implementation are clearly defined.	Implementation of task/concept. Establishment of concrete criteria for measuring progress toward attainment.	Continuous implementation with defined criteria for measuring impact/success.	Task has been fully realized.

1. Curriculum, Instruction and Assessment

Long-Term Goals:

- Keep student performance and achievement on the upward trend.
- Continue to study educational practices and implementation strategies that enable the district to build, enhance and identify the strengths of the two campuses.
- Create/define a structured process to evaluate the effectiveness of our systems of support, special programs and specific practices across the district.

Short Term Goal

1.1 Continue to address the learning needs of underachieving students

Specific Task(s)	Person(s) Responsible	Measurement	Required Resources	Timeline		
				11-12	12-13	13-14
1.1A Integrate consistent implementation of Tier 1 and Tier 2 supports at each building	All teachers, CSSS staff, DCs and Building Admin; Data Team; Student Services and Student Learning	Reduction of D's and F's each year for the next three years to a benchmark of 90% earning semester grades of A's, B's and C's.	Funded out of Title 1 and IDEA	D/I	O	O
1.1B Integrate programming to support students "in the middle" with potential who are underserved and under-represented	Asst. Supt. Student Learning, Building Site Teams (which includes teachers, CSSS, and building administrator)	GPA data comparison with those not in AVID (Achievement Via Individual Determination); Numbers of AP courses taken and passed	\$10,000 per year per participating school to be paid out of Title I	E	-	-

Short Term Goal

1.2 Continue to offer rigorous coursework at all levels of instruction, including Advanced Placement (AP) and weighted courses

Implementation Timeline Key: Exploration (E) Development (D) Implementation (I) On-going (O) Completion (C)

Specific Task(s)	Person(s) Responsible	Measurement	Required Resources	Timeline		
				11-12	12-13	13-14
1.2A Continue to offer rigorous coursework at all levels of instruction, including Advanced Placement (AP) and weighted (Honors)courses	Department Chairs, Associate principals, Asst. Supt. For Student Learning and Director of Student Services	Increase numbers and percentages of AP participation and success each year, with a specific focus on increasing numbers in each subgroup	Potential hiring and PD implications Instructional technology Title 1	I	I	I
Short Term Goal						
1.3 Evaluate effectiveness of selected interventions on student academic growth using quantitative data						
Specific Task(s)	Person(s) Responsible	Measurement	Required Resources	Timeline		
				11-12	12-13	13-14
1.3 A Review READ 180 program implementation as linked with students testing at least two grade levels below	Asst. Supt. Student Learning, READ 180 teachers, Scholastic Trainers, DCs for English/SpEd, Director of Special Service	Analyze READ 180 program findings longitudinally as compared with student EPAS scores and Performance Series progress monitoring ; Increase degree of advancement in participating students' literacy levels	Up to \$15,000 for training Title 1 and IDEA grants	I	O	O
1.3 B Audit of D99 Literacy Approaches at both campuses	Asst. Supt. for Student Learning, literacy coaches and program participants, English Department Chairs	Recommendation(s) based on audit to be completed by March 1st	\$0	E	-	-
1.3 C Audit of Co-Teaching model	Director of Special Service, Assistant Superintendent for Human Resources	Recommendation(s) based on audit to be completed by March 1st Establishment of Co-Teaching guidelines based on audit results.	\$0	E	-	-
1.3 D Investigate the outcome of diagonally shifting students from 200 level to 300 level courses	Data team, Student Services and Student Learning Depts.	Trend data on numbers of students diagonally shifted; Longitudinal data on growth gains in reading and math	Potential implication for staffing and PD	D	D	I
Short Term Goal						
1.4 Develop curriculum, assessment and instruction outcomes that target the needs of 21st Century student learners via Common Core integration						
Specific Task(s)	Person(s) Responsible	Measurement	Required Resources	Timeline		
				11-12	12-13	13-14
1.4 A Develop curriculum, assessment and instruction outcomes that target the needs of the 21 st century student learners via Common Core integration	All core teachers, all DCs, AP/C&I, Principals, Student Services and Student Learning Depts.	Complete integration of Common Core Curriculum Standards for each core discipline by state/federal established deadlines.	Costs for curriculum workshops, Title 1, potential textbook purchases	D	D	D
1.4B Investigate curricular	Asst. Supt. Student Learning, Building	Findings of investigation will be reported by July 1st		E	D	-

Implementation Timeline Key: Exploration (E) Development (D) Implementation (I) On-going (O) Completion (C)

initiatives related to Science, Technology, Engineering and Math (STEM)	Teams (which includes teachers, and building administrators)	and used to determine if the concept will be considered for implementation.				
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2. Facilities

Long-Term Goals:

- Maintain and implement a comprehensive Facility Improvement and Maintenance Plan. Conclude 2012-2013
 - Plan for future facility improvements necessary to support needs of students, staff, and community.
 - -Continue to work to make both schools' facilities equivalent so that students and staff have equal curricular and co-curricular opportunities.
 - -Keep current with research and act to make both schools more energy efficient/green.
 - Continue our energy management program—analyze energy efficiency and cost/savings
- Work to expand availability of facilities for citizens and community groups while balancing those requests against available resources and school program needs.

Short Term Goal

2.1 Continue with phased implementation of adopted Outside Master Site Plan (OMSP)

Specific Task(s)	Person(s) Responsible	Measurement	Required Resources	Timeline		
				11-12	12-13	13-14
2.1A Complete Tier 1 Phase 2 work at North and South campuses.	Director of Physical Plant & Operations	Tier I Phase 2 work completed	\$5,700,000	I	C	
2.1B Accelerate Tier 2 subject to board approval.	Direct of Physical Plant & Operations and Administration	Specific Tier 2 items completed	\$1,500,000	I	C	-
2.1 C Address Tier 2 subject to board approval.	Director of Physical Plant & Operations and District Administration	Tier 2 recommendations to Board of Education	\$12,000,000	-	D	D/I

Short Term Goal

2.2 Maximize management efforts to increase community use of district facilities

Specific Task(s)	Person(s) Responsible	Measurement	Required Resources	Timeline		
				11-12	12-13	13-14
2.2 Maximize efforts to increase community use of district facilities.	Director of Physical Plant & Operations Controller Facility Rental Manager	Fully articulate facility rental manager role; establish baseline for outside facility usage; measure usage and cost to the district	Cost neutral program	O	O	O

Short Term Goal

2.3 Develop a comprehensive Master Facility Plan and a Facility Maintenance Plan

Specific Task(s)	Person(s) Responsible	Measurement	Required	Timeline
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Implementation Timeline Key: Exploration (E) Development (D) Implementation (I) On-going (O) Completion (C)

			Resources	11-12	12-13	13-14
2.3 A Develop a Master Facility Plan that meets the requirements of the 21 st century learner and teacher.	Director of Physical Plant & Operations, Administration, professional services and BOE	Plan identifies facility needs to support educational programs.	\$75,000	-	-	D
2.3B Revise Facility Maintenance Plan (FMP) to include energy conservation and sustainable construction (Green technologies).	Director of Physical Plant & Operations, Buildings & Grounds Supervisors, and energy management team.	Developed FMP will allow us to maintain facility standards. Implementation of energy conservation initiatives. Pass annual inspections performed by governing agencies.	\$75,000	D	D	I

3. Technology

Long-Term Goal:

Implement and sustain technological resources that support the needs of 21st Century Learners.

Short Term Goal

3.1 Develop and begin implementation of a comprehensive 3-year technology plan for the entire organization

Specific Task(s)	Person(s) Responsible	Measurement	Required Resources	Timeline		
				11-12	12-13	13-14
3.1 A Establish a plan for deploying mobile computers to faculty beginning in the fall of 2012.	Director, Technology & Information Services In partnership with Associate Principals (Technology)	Parameters for implementation will be developed no later than June 30, 2012 following the completion of pilot.	\$70,000 for pilot computers \$TBD for enhanced security management	D/C		
3.1 B Deploy mobile computers to faculty for professional and instructional purposes.	Director, Technology & Information Services In partnership with Associate Principals (Technology)	Teacher mobile computers deployed no later than fall 2012. Necessary supports are in place or planned for establishment no later than June 2013	\$300,000 - \$600,000 for mobile computers (leasing may be considered) \$TBD for potential tech support staffing increase	-	I/C	O

Implementation Timeline Key: Exploration (E) Development (D) Implementation (I) On-going (O) Completion (C)

3.1 C Develop a comprehensive plan guiding technology decisions for the next 1-3 years.	Director, Technology & Information Services In partnership with Director of Special Services, Assistant Superintendent for Student Learning, and Associate Principals (Technology)	Plan is established by June 30, 2013. Ongoing projects continue. New initiatives begin 2013-2014. Plan is reviewed annually.	\$TBD for potential release time for meetings or site visits		D	I
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Short Term Goal

3.2 Explore the application and integration of National Educational Technology Standards (NETS) for students, teachers and administrators. (2013)

Specific Task(s)	Person(s) Responsible	Measurement	Required Resources	Timeline		
				11-12	12-13	13-14
3.2 Explore the application and integration of NETS standards for students, teachers and administrators.	Director, Technology & Information Services In partnership with appropriate District & Building Executive Council members.	Initial assessment and next steps determined and reported by June 30, 2012.	\$TBD for potential release time for meetings or site visits	E	D	I

4. Resources (Personnel/Staff Development/Finances)

Long-Term Goals:

- Attract, hire and retain staff members who demonstrate a commitment to excellence and professionalism.
- Maintain our reputation as a premier educational organization, one that quality professionals and educators aspire to join.
- Provide ongoing training for all employee groups in support of the district's program initiatives.
- Maintain long-term financial stability and fiscal health.

Short Term Goal

4.1 Expand our efforts to attract, hire and retain a diverse faculty and staff.

Specific Task(s)	Person(s) Responsible	Measurement	Required Resources	Timeline		
				11-12	12-13	13-14
4.1A Identify where, how we're recruiting; how we're addressing diversity in recruiting, retaining and mentoring minority faculty members.	Director of Special Services, Assistant Superintendent for Human Resources	Goals and Guidelines will be developed	\$0	D/C	-	-
		Committee will be identified	\$0	D/C	O	O
		Minority Recruitment Plan will be produced.	\$0	D/C	-	-
		Plan will be implemented and impact assessed				
4.1 B Review current	Assistant Superintendent for Student	Development of a Mentoring Training Handbook and	Up to \$3,000	D	D/I	O

Implementation Timeline Key: Exploration (E) Development (D) Implementation (I) On-going (O) Completion (C)

teacher mentoring program for alignment to ISBE model (e.g. Mentor Training, formalized Year Two program)	Learning, Assistant Superintendent for Human Resources and Mentor Steering Committee	Year Two program implementation guidelines	consultant costs (Title 2A funding offset); PD costs TBD			
Short Term Goal						
4.2 Develop an appraisal model that meets the requirements of recent legislation and continues to support professional growth and development.						
Specific Task(s)	Person(s) Responsible	Measurement	Required Resources	Timeline		
				11-12	12-13	13-14
4.2 A Work with District leadership to ensure a common understanding of our appraisal process	Superintendent, Assistant Superintendent for Human Resources	Observation, Summative and Professional Growth forms submitted to HR will reflect consistency in the level of feedback provided to the teachers.	\$2,000	I/O	O	O
4.2 B Facilitate the work of the D99 Teacher Appraisal Committee	Superintendent, Assistant Superintendent for Human Resources	Teacher Appraisal Guidelines will be produced, shared with all staff members and posted electronically.	\$0	D/C	I	O
4.2 C Facilitate the Senate Bill 7(SB7) Ed Reform Joint Committee	Assistant Superintendent for Human Resources	Honorable Dismissal List will be completed and submitted to the Illinois State Board of Education	\$0	D/C	O	O
4.2D Senate Bill 315, Performance Evaluation Reform Act (PERA) compliance	Assistant Superintendent for Human Resources	Identification of State, local and building assessments to be used in the appraisal process for teachers and administrators.	\$0	-	-	D
Short Term Goal						
4.3 Implement rigorous professional development and evaluate its effectiveness						
o Develop a structure for innovative staff development training, certification (i.e., National Board, University partnerships, local cohorts, etc.) and specialized endorsement programs						
Specific Task(s)	Person(s) Responsible	Measurement	Required Resources	Timeline		
				11-12	12-13	13-14
4.3 A Development of structure to offer an annual National Board Certification for Teacher (NBCT) cohort	NBCT teachers, eligible teachers, Offices of Student Learning and HR	At least 70% of cohort participants will achieve NBPTS.	Up to \$5,000 consultant costs (Title 2A funding offset)	-	E	-
4.3 B Develop masters in content cohorts for teachers to better address student learning needs through	Superintendent, Asst. Supt. for Student Learning	Develop at least one Masters in content cohort offering per year for staff	\$0	-	E	-

Implementation Timeline Key: Exploration (E) Development (D) Implementation (I) On-going (O) Completion (C)

enhanced academic rigor						
Short Term Goal						
4.4 Develop annual budgets that support our operations in a fiscally responsible manner						
Specific Task(s)	Person(s) Responsible	Measurement	Required Resources	Timeline		
				11-12	12-13	13-14
4.4 A Prepare the current year's budget in a manner that maximizes the use of available resources towards the achievement of District goals.	Controller	BOE approval	\$0	C	O	O
4.4 B Prepare a 5-year forecast to identify expected future operational issues that could affect the stability of the District's finances.	Controller	BOE approval	\$0	C	O	O
5. Communications						
Long-Term Goal:						
Expand communications with the entire district community.						
Short Term Goal						
5.1 Improve, enhance and broaden community engagement through two-way communication						
Specific Task(s)	Person(s) Responsible	Measurement	Required Resources	Timeline		
				11-12	12-13	13-14
5.1 A Issue a community-wide survey to determine current levels of engagement and areas for improvement.	Communications Director/ Communications Advisory Team	Survey will be issued, analyzed and reported July 2012	TBD/\$0	D/C	O	O
5.1 B Provide relevant, timely and transparent information to the community—and support ways to foster two-way communications	Board Communications Director	Online metrics (i.e., track number of website visitors, number of E-News subscribers, Facebook and Twitter followers, etc.) will be defined and demonstrate growth over time	\$TBD Staffing needs to be assessed.	D/C	O	O

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5.1 C Create opportunities for positive and personal interactions between Administration, Board and community	Board, Superintendent Communications Director	Create calendar of “community input” opportunities and events	TBD	E	D/I	O
5.1 D Collaborate with student newspapers, Omega and The Blueprint	Communications Director	Regular contact will be established between Communications /student papers	\$0	-	E	D/I
5.1 E Form a “key communicators” group	Communications Director	Group will be formed and schedule will be developed	\$0	-	E	I
Short Term Goal						
5.2 Provide training for Board of Education members, administrators, and other district leaders to enable them to more effectively communicate with the district community						
Specific Task(s)	Person(s) Responsible	Measurement	Required Resources	Timeline 11-12 12-13 13-14		
5.2 A Promote Board attendance at the state conference	Superintendent	Board and Administrators attend state conference	TBD	C	O	O
5.2 B Review/revise our crisis communication plan	Communications Director Director of Physical Plant	Administration, Staff, Students, Parents and Community know and understand the plan.	\$0	D	I/C	O
5.2 C Hold “media training” sessions	Communications Director	D99 leaders will be trained to effectively communicate with community	TBD	-	D/I	O
5.2 D Enhance understanding of function and value of communications to all staff	Communications Director	All identified staff will be trained	\$0	D	I/C	O
Short Term Goal						
5.3 Enhance internal communication throughout the district						
Specific Task(s)	Person(s) Responsible	Measurement	Required Resources	Timeline 11-12 12-13 13-14		
5.3 A Strengthen connections and understanding internally— between the district and schools, and between and within schools	Superintendent/ Communications Director	Staff survey will reveal level of staff connectedness	\$0	E	I	O
5.3 B Enhance online communications	Communications Director, Director OF Technology & Information	Intranet will be defined and deployed	TBD	-	E/D	I

Implementation Timeline Key: Exploration (E) Development (D) Implementation (I) On-going (O) Completion (C)

Services

6. Community

Long-Term Goals:

- Expand collaboration and outreach efforts to other public entities, local businesses and associated elementary districts in order to reinforce a sense of community and common purpose.
- Maximize district and community resources for the benefit of students.

Short Term Goal

6.1 Grow connections with local businesses for student learning opportunities (i.e., internships, part-time employment, cooperatives, etc.)

Specific Task(s)	Person(s) Responsible	Measurement	Required Resources	Timeline		
				11-12	12-13	13-14
6.1A Support and expand current student learning, volunteerism and leadership opportunities	Assistant Superintendent for Student Learning) / Communications Director	Monitor percentage of growth and participation in programs	TBD	-	D	C/O

Short Term Goal

6.2 Develop a comprehensive citizen volunteer involvement plan to enhance community engagement

Specific Task(s)	Person(s) Responsible	Measurement	Required Resources	Timeline		
				11-12	12-13	13-14
6.2A Conduct an audit to review what programs exist, and what our needs include; develop a plan	Communications Director /Building Administration	Develop and execute a plan	\$0	-	D	D

Short Term Goal

6.3 Identify, review and refine existing community outreach efforts.

Specific Task(s)	Person(s) Responsible	Measurement	Required Resources	Timeline		
				11-12	12-13	13-14
6.3A Inventory current outreach efforts across the district and develop a plan for the future	Communications Director Superintendent Principals	District outreach efforts will be coordinated and communicated	\$0	-	D	D/I

7. Innovation/Adaptation

Long-Term Goals:

- Promote an organizational culture that encourages and embraces innovation and adaptation.

Implementation Timeline Key: Exploration (E) Development (D) Implementation (I) On-going (O) Completion (C)

- Align our educational curriculum and practices with evolving student needs and global competitiveness.

Short Term Goal

7.1 Strengthen the collaborative processes and structures within the district

Specific Task(s)	Person(s) Responsible	Measurement	Required Resources	Timeline		
				11-12	12-13	13-14
7.1 A Develop a process to enable district staff to share professional knowledge to advance systemic innovation	Superintendent	Identification and communication of process		-	D	D
7.1 B Promote collaboration through technology by implementing consistent online frameworks, both internally and externally	Director of Technology & Information Services In partnership with Assistant Superintendent for Student Learning and Communications Director	Needs developed and potential technology solutions identified during 2012-2013 Identified solutions implemented during 2013-2014 with consideration to existing infrastructure and support systems, staff expectations and guidelines, supported by sufficient staff development	TBD	-	D	I
7.1 C Explore current and future applications of Cloud technology	Director of Technology & Information Services	Identification of existing cloud (Internet-based) applications in use by June 30, 2013. Ongoing assessment and selection of the best solution, when implementing new technology applications, whether internally managed or externally hosted. Regular evaluation of existing technology applications as changes in delivery models develop.	TBD	-	E/D	I

Short Term Goal

7.2 Identify and respond to the needs of 21st century learners and teachers

Specific Task(s)	Person(s) Responsible	Measurement	Required Resources	Timeline		
				11-12	12-13	13-14
7.2 A Analyze the capacity to which Student Services Support Staff integrate resources and strategies to advance student college and career awareness as well as academic and social-emotional learning	CSSS staff, AP/CSSS, Director of Student Services	Report to Board of Education regarding Recognized American School Counselor Association Model Program (RAMP) certification	TBD	E	-	-
7.3B Investigate one-to-one/mobile/Bring your own device student computing	Director of Technology & Information Services In partnership with appropriate	Limited tests of student BYOD access, from a technical perspective, during the latter part of 2011-2012.	TBD	-	E	-

Implementation Timeline Key: Exploration (E) Development (D) Implementation (I) On-going (O) Completion (C)

	District & Building Executive Council members, plus District Technology Team	Conversations regarding implementing a more widespread 1-to-1 or BYOD program for student classroom use begin in 2012-2013 in concert with development of the 3-year technology plan				
Short Term Goal						
7.3 Investigate and implement programs, curriculum and instructional methods that prepare our students for global competitiveness						
Specific Task(s)	Person(s) Responsible	Measurement	Required Resources	Timeline		
				11-12	12-13	13-14
7.3 A Distance Learning options to connect students and staff with universities, other countries, businesses, etc.	Assistant Superintendent for Student Learning, Building level administration	Identification of distance learning opportunities	\$3,500	-	-	D
7.3 B Investigate new World Language opportunities	Assistant superintendent for Student Learning, Building level administration	Identification of new World Language options for students	\$3,500	-	-	D
7.3 C Establish process for systematic quantitative analysis of district programs	District Data Team, Assistant Superintendent for Student Learning	Completion of a comprehensive framework for systematic ongoing data analysis	\$2,000	D	I	O

Implementation Timeline Key: Exploration (E) Development (D) Implementation (I) On-going (O) Completion (C)