

**BOARD OF EDUCATION**  
**COMMUNITY CONSOLIDATED SCHOOL DISTRICT 64**

Minutes of the Committee-of-the-Whole  
held at 7:30 p.m. June 8, 2015  
Jefferson School – Multipurpose Room  
8200 N. Greendale Avenue, Niles, IL 60714

Board President Anthony Borrelli called the meeting to order at 8:27 p.m. Other Board members in attendance were Tom Sotos, Dathan Paterno, Scott Zimmerman, Vicki Lee, Bob Johnson and Mark Eggemann. Also present were Superintendent Laurie Heinz, Assistant Superintendents Joel T. Martin and Lori Lopez, Director of Innovation and Instructional Technology Mary Jane Warden, Director of Special Education/Pupil Services Jane Boyd, Director of Facility Management Scott Mackall, Chief School Business Official Becky Allard, Public Information Coordinator Bernadette Tramm, and about 30 members of the public.

Board President Borrelli stated the purpose of the meeting was to receive an overview of the new 2020 Vision Strategic Plan and an overview of the Core Plus Committee and Initiative.

**2020 Vision Strategic Plan**

Dr. Heinz provided a brief overview of the District’s current strategic planning effort over the past five months, from the formation of an almost 40-member Steering Committee earlier this year through the development of the plan. She was joined by consultant Robert Ewy, who has guided the work of the committee through this process. He noted that it is vital for a school district to periodically take a look at where it’s been and where it wants to go in the future through a planning process.

Mr. Ewy briefly reviewed the process the committee followed to create the plan. He reported that one of the first things the committee did was conduct an environmental scan, looking at what is happening in the world and specifically in education, and the how this might impact District 64, beginning with the international level and moving inwards through national, state and local issues. He noted the recent Consortium for Educational Change (CEC) audit was an additional source of valuable insights for the committee. Mr. Ewy reported that the committee had made sure it was headed in a direction that was totally compatible with community expectations by conducting a community survey, by meeting with various community organizations and groups, and through contacts and feedback through the members’ own activities and involvement with community members. Mr. Ewy stated that all this information came together for the committee to analyze and determine what are the highest priority and most important challenges that the District needs to confront over the next five years. Out of all the things it reviewed that are going to confront the District in the future, the committee worked to identify only those challenges that are the most important. These challenges were then used to set the goals in the plan. Mr. Ewy stated that this community-informed process ensures there is a direct relationship between the challenges noted at the start of the plan and the strategic objectives that form the plan itself.

Turning to the plan, Mr. Ewy noted that the plan is focused on results. The plan includes strategies, outcomes and measures. This structure means that the Board and all community members over the next five years will have a very specific yardstick to measure the success of

the strategic plan over time. He affirmed that the strategic plan has clear goals, supporting strategies, and outcomes that give a specific definition of what that strategy is to accomplish, and related measures to know whether the outcome is being accomplished as represented on a balanced scorecard. He summarized by noting that the plan and the scorecard provide a total perspective of giving direction of what to do and how to do it. Mr. Ewy reported that implementation of the plan would be the next step, and that the District's administrative team would be focused this summer on formulating how it would roll out through the departments and schools for the start of the 2015-16 school year.

Dr. Heinz then began the presentation of the plan itself. She noted that organizations are perfectly aligned to achieve the results they are currently producing, but to change those results, the organization must be realigned. She stated that the new strategic plan will allow the District to accomplish this. She noted that the plan also will help address the opportunity for District 64 to become more of a unified school system rather than a system of schools as identified through the CEC system overview assessment earlier in the year.

Dr. Heinz presented the mission statement: "To inspire every child to discover, learn, achieve, and care." She noted that it carries forward the essentials in the current mission statement, while creating a clearer understanding of our purpose as a District. She then shared the vision statement that is a broad and general description of what District 64 wants to achieve or accomplish for students in the future. She also noted that the plan provides a guiding philosophy of continuous improvement, and that this growth mindset will help us focus on continually seeking ways to improve performance. Dr. Heinz then reviewed the current and future challenges that the committee had identified and that drive the most important strategic objectives for District 64 to address over the next five years.

Turning to the strategic objectives, Dr. Heinz reported that the committee had formulated six. She shared a strategy map that identified three challenge areas: student learning with three strategies; one strategy related to professional learning and growth; and a sturdy foundation provided by strategies in facilities and finance. She also pointed out that the balanced scorecard that accompanies the plan is a unique and dynamic feature that will help the District look across multiple measures over the years.

The presentation continued with each strategic objective reviewed by a different administrator. Presenters responded to Board member questions throughout each presentation.

Beginning with the three student learning objectives, Director Warden presented Strategic Objective One, which is to develop students who master the 4 c's of communication, collaboration, creativity and critical thinking. She reviewed the three strategies that will be used to achieve this objective, and identified the desired outcomes for each and the measures that will be used. She also reviewed the balanced scorecard metrics for this objective, pointing out several of the key indicators. She clarified what the scorecard means by a "baseline" year and how it will be filled in as the performance is tracked each year. Dr. Heinz also noted that each metric is a little different, in that some may have current baseline data and some will be new measures. Dr. Lopez offered further details about the goals related to measuring performance against benchmark districts. Dr. Lopez then presented Strategic Objective Two, which is to provide a

rigorous education for all students. She reviewed the three strategies that will be used to achieve this objective, and identified the desired outcomes for each and the measures that will be used. She also reviewed the balanced scorecard metrics for the objective, and noted that the District's Educational Ends are included as a measure in the high-impact instruction Strategy B. Director Boyd then reviewed Strategic Objective Three, which is to differentiate to meet the academic and social/emotional health needs of all students. She reviewed the two strategies proposed to meet this objective, and identified the desired outcomes for each and the measures that will be used. She provided additional information about how performance of various subgroups are monitored and will be reported for the scorecard.

Assistant Superintendent Martin then moved to the second "layer" of strategic objectives. He presented Strategic Objective Four, which is to foster effective communities of practice through professional development and staff support. He reviewed the three strategies that have been designed to meet this objective, and identified the desired outcomes for each and the measures that will be used. He also reported that the District would have 18 teachers creating a cohort to prepare for National Board Certification in the coming year, which is an extremely time-consuming and rigorous credential to obtain.

Turning to the foundational "layer" of facilities and finances, Facility Management Director Mackall presented Strategic Objective Five, which is to provide safe and secure learning spaces to support 21<sup>st</sup> century learners. He noted that facilities were not explicitly addressed in detail in the previous strategic plan. He then reviewed the three strategies created to meet this objective, and identified the desired outcomes for each and the measures that will be used. He confirmed that a District-wide preventative maintenance plan is included as an outcome within Strategy C. CSBO Allard then presented the final goal, Strategic Objective Six, which is to maintain fiscal responsibility that reflects a commitment to student learning and a rich variety of programs and services. She reviewed the six strategies intended to meet this objective, and identified the desired outcomes for each and the measures that will be used. Focusing on Strategy A, Financial Stewardship, CSBO Allard provided more background on what is included as a desired outcome "to maximize all revenue sources," which was intended to encompass revenue from all available sources, including local property taxes, student fees, grants, and all other local, state and federal funding, such as Title I. Board members discussed whether the word, maximize, was appropriate to include as the desired outcome in reference to local property tax revenues. CSBO Allard, Dr. Heinz and Technology Director Warden also provided further information about the dashboard and financial models. Board members clarified their preference for a financial modeling tool that would provide on demand financial projections. Dr. Heinz reported that the District was adding additional capability to generate financial projections and that the new CSBO was expected to move this project forward after her transition to District 64 on July 1. Dr. Heinz and Dr. Lopez discussed the additional communications outreach planned as part of Strategy F, which is in addition to the District's ongoing extensive communications activities.

Dr. Heinz then addressed implementation of the plan, which will begin after the Board officially adopts the plan on June 22. She noted that the entire administrative group would work together on the deployment plan through departments and schools so that implementation can begin at the start of the 2015-16 school year. Mr. Ewy concluded by observing that most of the Board's discussion had focused on the Balanced Scorecard and metrics, which he noted would be a

constant conversation for the Board and administration to have as the plan unfolds. He noted that the dashboard referenced in the report is an extremely valuable way to display the information from the scorecard, and increases the transparency from the Board to the community as it visually conveys what is happening in the District over time. Dr. Heinz concluded by noting that the District team and staff are ready to begin work on implementing the plan.

**Core Plus Committee and Initiative**

Assistant Superintendent for Student Learning Lopez and Director of SPED/Pupil Services Boyd updated the Board on the creation of the Core Plus Committee, which was convened on June 1. The committee’s goal is to fully implement the Response to Intervention (RtI) model, which is mandated by the Illinois State Board of Education (ISBE). They noted that RtI is a process that teachers use to identify and support students with learning and behavior needs. The first “tier” is providing all students with access to quality instruction in the general education classroom. They noted that students who struggle are then provided with additional help or more time to improve their learning, which is called an intervention. Interventions are added in tiers two and three. They reported that implementation of RtI began in District 64 several years ago, and that some of the components are implemented across the District but that others are implemented only at some of the schools. Dr. Lopez and Ms. Boyd noted that the committee thus far was in the research and study phase on how to plan and build the three tiers of instruction in reading, math, writing and social emotional learning for District-wide implementation. In response to Board member questions, Dr. Lopez and Ms. Boyd noted the committee is expected to meet for three years and that one the primary goals for 2015-16 is to develop a three-year implementation plan. They noted the committee’s work is directly aligned to the objectives in the new 2020 Vision Strategic Plan presented earlier.

At 10:20 p.m., Board President Borrelli adjourned the Committee-of-the-Whole meeting and immediately returned to the special meeting.

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President

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Secretary