



La Grange School
District 102
Strategic Plan
2017-2023



La Grange School District 102 Strategic Plan 2017-2023

Mission:	In order to fulfill their dreams and potential, we actively engage the children of La Grange School District 102 to develop creativity, innovative problem-solving, a passion for learning, and empathy.
Vision:	To ensure children are prepared to serve their communities, engage in intelligent, respectful discourse, and thrive in high school and beyond.
Motto:	Every Student, Every Day; No Exceptions, No Excuses.

La Grange School District 102 Strategic Plan 2017-2023

Core Beliefs:

We, all employees and board members of La Grange District 102:

- Demonstrate equality in our beliefs about learners and equity in our distribution of resources;
- Believe all children will learn and grow;
- Demonstrate respect towards all;
- Value the worth of our children as learners and contributors to society;
- Recognize and value diversity through culturally responsive curriculum and instruction;
- Recognize that we must meet students “where they are”;
- Value the role that all employees of the district and parents play in the development of our children as students and people;
- Demonstrate commitment to the role of the school to prepare students for an ever-changing future;
- Demonstrate and promote a proactive approach to decision-making, problem-solving, and communication in general and special education;
- Recognize that a financially stable district must be flexible enough to meet the variable needs of our district and volatility of revenue sources

Summary of Goals and Strategies

Goal 1: Student Development-Ensure all students receive a relevant, rigorous and integrated curriculum based on recognized standards that provide the skills necessary to thrive in District 102, secondary school and beyond.

1. Commit to a vision of high expectations for student achievement and quality instruction that is clearly and consistently communicated to students and families.
2. Commit to closing the achievement gap for minority and low income students.
3. Develop an instructional model based on student interests and needs that provides customized learning tools and opportunities for each student to achieve and grow to the best of their ability.

Summary of Goals and Strategies

Goal 2: Culture and Relationships-Ensure a safe, challenging, engaging and supportive teaching and learning environment that values all contributors to the educational process.

1. Develop strong local ties between the school and communities.
2. Ensure a positive, safe learning environment for all students.
3. Create a “mindset” of continuous improvement throughout the district.

Summary of Goals and Strategies

Goal 3: Exemplary Employees-Ensure that the district employs a diverse staff of the highest quality at all levels.

1. Develop best practice processes to support the hiring of a diverse, effective and competent staff.
2. Develop best practice processes to retain a diverse, effective and competent staff while monitoring job satisfaction within a collaborative working environment.

Goal 4: Process and Financials-Demonstrate effective, efficient and equitable business operations and provide excellent stewardship of district resources.

1. Develop and maintain a comprehensive, outcome-based budgeting strategy.
2. Ensure stakeholder trust through transparent management of district finances.

Strategic Plan - Goal 1: Student Development

Ensure all students receive a relevant, rigorous and integrated curriculum based on recognized standards that provide the skills necessary to thrive in District 102, secondary school and beyond.

Strategy 1:	Commit to a vision of high expectations for student achievement and quality instruction that is clearly and consistently communicated to students and families.
Objective A:	Ensure that, by 2021, students are reading at grade level by the end of third grade as measured by Fountas/Pinnell Benchmark assessment in conjunction with CBM and MAP assessments.
Anticipated Tactics / Action Steps:	<ol style="list-style-type: none">1. Implement Reader's Workshop Model. (Asst. Supt for T and L.)2. Provide PD on foundational reading skills through OG, SWI, Wilson (Foundations). (Asst. Supt for T and L.)3. Administer F&P, CBM, MAP assessments. (Dir. of Assessment)4. Determine grade level target scores. (Dir. of Assessment)5. Regularly communicate reading progress to families and students through reporting and explanation of assessment scores and targets. (Dir. of Assessment)

Strategic Plan - Goal 1: Student Development

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Strategy 1:	Commit to a vision of high expectations for student achievement and quality instruction that is clearly and consistently communicated to students and families.
Objective B:	Implement robust multi-tier systems of support (MTSS) that creates multi-step, fail-safe processes that focus on success achievement in the classroom by the end of the 17-18 school year, and assess future efficacy through analysis of student movement in and out of tiers and surveys of parents and staff involved in the program.
Anticipated Tactics / Action Steps:	<ol style="list-style-type: none">1. Develop new systemic model for MTSS and data review, (Asst. Supt for T and L.)2. Conduct a program/intervention audit on current practices followed by recommendations for aligning support from Tiered intervention to Special Education. (Asst. Supt for Special Ed.)3. Create tier movement scoring rubric to assess efficacy. (Asst. Supt for T and L.)4. Create staff and parent surveys to assess perceptions of efficacy. (Asst. Supt for T and L.)5. Collect and analyze tier movement data and staff/parent survey data. (Director of Assessment)

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Strategy 1:	Commit to a vision of high expectations for student achievement and quality instruction that is clearly and consistently communicated to students and families.
Objective C:	Ensure content is delivered through culturally-responsive curriculum and practices by completing an initial review of curriculum and resuming diversity awareness professional development by the end of the 19-20 school year.
Anticipated Tactics / Action Steps:	<ol style="list-style-type: none">1. Review current curriculum standards and instructional practices to embed culturally-responsive materials as part of our general curriculum. (Asst. Supt. For Teaching and Learning)2. Provide professional development on instructional practices and diversity awareness. (Supt.)3. Provide opportunities for students, staff, parents and community members to provide feedback surrounding the cultural diversity of district curriculum and its instructional practices. (Supt.)4. Ensure that the curriculum review cycle specifically includes a culturally sensitive viewpoint as curriculum is evaluated. (Supt.)

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Strategy 1:	Commit to a vision of high expectations for student achievement and quality instruction that is clearly and consistently communicated to students and families.
Objective D	Provide timely and meaningful communication regarding student progress and expectations to parents and students by the end of the 18-19 school year as measured by improvements in student and parent survey responses regarding communication.
Anticipated Tactics / Action Steps:	<ol style="list-style-type: none">1. Develop standards-based report card. (Asst. Supt for Teaching and Learning)2. Set expectations for classroom/home communications. (Director of Tech.)3. Review best practice Parent/Teacher/Student conference formats. (Supt.)4. Develop, administer, and analyze short communication surveys for parents and students. (Supt.)

Strategic Plan - Goal 1: Student Development

Ensure all students receive a relevant, rigorous and integrated curriculum based on recognized standards that provide the skills necessary to thrive in District 102, secondary school and beyond.

Strategy 2:	Commit to closing the achievement gap for minority and low income students.
Objective A	Ensure District 102 minority and low income students possess the knowledge and critical thinking skills to be “on track for college and career readiness” by increasing the percentage of students who are proficient on state and local assessments by 10% each year over the next five years.
Anticipated Tactics / Action Steps:	<ol style="list-style-type: none">1. District, building, and grade level teams will analyze English Language Arts and Mathematics proficiency levels for all minority students on state and local assessments to determine specific areas of focus for the school year to meet the students’ needs.2. Goals will be created each year to address areas of academic need for minority students related to the Illinois Learning Standards, including a timeline to monitor progress using various measures over the school year.

Strategic Plan - Goal 1: Student Development

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Strategy 3:	Develop an instructional model based on student interests and needs that provides customized learning tools and opportunities to each student to achieve and grow to the best of their ability.
Objective A:	Leverage and expand online, blended, and personalized learning opportunities as measured by BrightBytes technology integration survey data and an analysis of current staff technology integration practices by the end of the 18-19 school year.
Anticipated Tactics / Action Steps:	<ol style="list-style-type: none"><li data-bbox="369 645 1831 681">1. Administer and analyze the results from the BrightBytes Survey. (Director of Tech.)<li data-bbox="369 681 1798 773">2. Develop tools and processes to measure depth of technology integration by staff. (Director of Tech.)<li data-bbox="369 773 1792 860">3. Research and develop a list of viable tools that support online, personalized, and blended learning. (Director of Tech.)<li data-bbox="369 860 1715 947">4. Prioritize needs and analyze the tools to find the best tools to meet the most immediate needs of the district. (Director of Tech.)<li data-bbox="369 947 1682 991">5. Develop a plan to integrate tools to support learning standards. (Al Kirkus)<li data-bbox="369 991 1219 1035">6. Implement integration plan. (Director of Tech.)

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Strategy 3:	Develop an instructional model based on student interests and needs that provides customized learning tools and opportunities to each student to achieve and grow to the best of their ability.
Objective B:	Provide appropriate infrastructure to support a customizable learning environment by creating a long-range technology infrastructure plan by the end of the 17-18 school year.
Anticipated Tactics / Action Steps:	<ol style="list-style-type: none">1. Analyze technology hardware and infrastructure needs to support customized learning tools. (Director of Technology)2. Research and develop long range plans (10+ years) for Internet, WAN, LAN, WiFi, and voice connectivity. (Director of Tech.)3. Research and develop 5 year plan for server and client infrastructure. (Director of Tech.)

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Strategy 3:	Develop an instructional model based on student interests and needs that provides customized learning tools and opportunities to each student to achieve and grow to the best of their ability.
Objective C:	Develop and encourage a pedagogy that supports student voice and choice in an innovative learning environment through professional development activities beginning in the 18-19 school year.
Anticipated Tactics / Action Steps:	<ol style="list-style-type: none">1. Create building schedules that foster innovative approaches to learning. (Building Principals)2. Provide professional development to support implementation of outcome-based instructional goals based on student interest. (Asst. Supt. of Teaching and Learning)

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Strategy 3:	Develop an instructional model based on student interests and needs that provides customized learning tools and opportunities to each student to achieve and grow to the best of their ability.
Objective D:	Implement supports and opportunities that provide extended and expanded learning opportunities outside the regular curriculum through new and refined extracurricular and summer programs by the end of the 17-18 school year.
Anticipated Tactics / Action Steps:	<ol style="list-style-type: none">1. Evaluate extra-curricular activities. (Supt.)2. Evaluate effectiveness of revised summer school program. (Supt.)3. Analyze and recommend changes and/or additions to extra-curricular offerings. (Supt.)

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Strategy 3:	Develop an instructional model based on student interests and needs that provides customized learning tools and opportunities to each student to achieve and grow to the best of their ability.
Objective E:	Develop multi-lingual opportunities across the district to provide families with the opportunity to enroll their children in dual immersion educational programming by providing new courses beginning in the 17-18 school year.
Anticipated Tactics / Action Steps:	<ol style="list-style-type: none">1. Continue revision of World Language Pedagogy. (Supt.)2. Develop dual immersion program. (CP Principal)3. Explore appropriate technological enhancements to support language acquisition. (Supt.)

Strategic Plan - Goal 2: Culture and Relationships

Ensure a safe, challenging, engaging and supportive teaching and learning environment that values all contributors to the educational process.

Strategy 1:	Develop strong local ties between the school and communities.
Objective A:	Ensure comprehensive and relevant information is regularly disseminated to all key constituencies: Students, Teachers, Parents and Community members through electronic district and school newsletters, and website updates starting in the 17-18 school year.
Anticipated Tactics / Action Steps:	<ol style="list-style-type: none">1. Send Monthly District Updates to District constituents (Parents and Teachers). (Communications Director)2. Maintain and continually update District website (Communications Director)3. Create Dashboard based on Strategic Plan Goals. (Supt.)

Strategic Plan - Goal 2: Culture and Relationships

Ensure a safe, challenging, engaging and supportive teaching and learning environment that values all contributors to the educational process.

Strategy 1:	Develop strong local ties between the school and communities.
Objective B:	Engage and leverage community organizations through school to business partnerships and mentoring programs to connect students with community members starting in the 17-18 school year.
Anticipated Tactics / Action Steps:	<ol style="list-style-type: none">1. Build relationships with local organizations and businesses through current community organization memberships such as La Grange Business Association, La Grange Park Chamber, West Suburban Chamber, WSCCI, Rotary, etc. (Supt.)2. Ensure opportunities for traditionally underserved populations to gain real-world experiences through field trips and partnerships. (CP Principal)

Strategic Plan - Goal 2: Culture and Relationships

Ensure a safe, challenging, engaging and supportive teaching and learning environment that values all contributors to the educational process.

Strategy 1:	Develop strong local ties between the school and communities.
Objective C:	Provide a comprehensive and robust community-wide system around early childhood education and monitor this effort starting in the 17-18 school year.
Anticipated Tactics / Action Steps:	<ol style="list-style-type: none">1. Continue to network with STARNET to expand on best practice early childhood practices. (Asst. Supt. of Special Ed.)2. Continue communication with area churches to discuss needs of underserved preschool population. (Supt.)

Strategic Plan - Goal 2: Culture and Relationships

Ensure a safe, challenging, engaging and supportive teaching and learning environment that values all contributors to the educational process.

Strategy 2:	Ensure a positive, safe learning environment for all students.
Objective A:	Develop processes to ensure families that need support beyond the school day are connected to available services and track these efforts starting in the 17-18 school year.
Anticipated Tactics / Action Steps:	<ol style="list-style-type: none">1. Review recommendations from CEMA
Objective B:	Engage and involve parents and families and track these efforts starting in the 17-18 school year.
Anticipated Tactics / Action Steps:	<ol style="list-style-type: none">1. Review recommendations from CEMA

Strategic Plan - Goal 2: Culture and Relationships

Ensure a safe, challenging, engaging and supportive teaching and learning environment that values all contributors to the educational process.

Strategy 3:	Create a “mindset” of continuous improvement throughout the district.
Objective A:	Create processes to gather regular feedback from students, teachers, parents and community members to identify strengths, areas needing improvement and ‘out of the box’ ideas starting in the 17-18 school year.
Anticipated Tactics / Action Steps:	<ol style="list-style-type: none">1. Develop plan for creating 360 degree feedback opportunities. (Supt.)
Objective B:	Ensure opportunities exist for sharing successful initiatives across the district starting in the 17-18 school year.
Anticipated Tactics / Action Steps:	<ol style="list-style-type: none">1. Schedule time during RSD to share initiatives from across the district. (Asst. Supt. of Teaching and Learning)

Strategic Plan - Goal 2: Culture and Relationships

Ensure a safe, challenging, engaging and supportive teaching and learning environment that values all contributors to the educational process.

Strategy 3:	Create a “mindset” of continuous improvement throughout the district.
Objective C:	Create on-going identification of best practices from experts in the field and through collaboration with other districts starting in the 17-18 school year.
Anticipated Tactics / Action Steps:	<ol style="list-style-type: none">1. Foster relationships with coaches, consultants, and professional organizations aligned to the district vision and mission. (Asst. Supt. for Special Ed.)2. Enhance opportunities of networking with other districts through in-service days and shared expertise. (Asst. Supt. of Teaching and Learning)

Strategic Plan - Goal 3: Exemplary Employees

Ensure that the district employs a diverse staff of the highest quality at all levels.

Strategy 1:	Develop best practice processes to support the hiring of a diverse, effective, and competent staff.
Objective A:	Identify, develop and document consistent recruitment and hiring practices by the end of the 17-18 school year.
Anticipated Tactics / Action Steps:	<ol style="list-style-type: none">1. Develop a recruitment plan that hires for quality and diversity based on nationally accepted practices. (HR Director)

Strategic Plan - Goal 3: Exemplary Employees

Ensure that the district employs a diverse staff of the highest quality at all levels.

Strategy 1:	Develop best practice processes to support the hiring of a diverse, effective, and competent staff.
Objective B:	Hire high quality personnel representative of the diversity of District 102 students and report on this effort beginning in the 17-18 school year.
Anticipated Tactics / Action Steps:	<ol style="list-style-type: none">1. Expand job posting and recruitment through use of MSAN network, connections with regional universities, particularly Aurora University, Concordia, Olivet Nazarene, University of Illinois, Illinois State University and Northern Illinois University. (HR Director)

Strategic Plan - Goal 3: Exemplary Employees

Ensure that the district employs a diverse staff of the highest quality at all levels.

Strategy 2:	Develop best practice processes to retain a diverse, effective, and competent staff while monitoring job satisfaction within a collaborative working environment.
Objective C:	Retain a diverse, competent, and effective workforce by improving the validity of the evaluation system and by better understanding the circumstances surrounding staff separations by the end of the 17-18 school year.
Anticipated Tactics / Action Steps:	<ol style="list-style-type: none">1. Refine PERA Evaluation rubrics to ensure that they align with best practice and updated Danielson Framework. (Supt.)2. Monitor retention and create an exit interview procedure. (HR Director)

Strategic Plan - Goal 3: Exemplary Employees

Ensure that the district employs a diverse staff of the highest quality at all levels.

Strategy 2:	Develop best practice processes to retain a diverse, effective, and competent staff while monitoring job satisfaction within a collaborative working environment.
Objective D:	Maintain a healthy, collaborative work environment among personnel across district buildings as measured by the School Perception Survey and direct staff feedback beginning in the 17-18 school year.
Anticipated Tactics / Action Steps:	<ol style="list-style-type: none">1. Bi-annually conduct the School Perception Survey and analyze data for growth. (Supt.)2. Work with EA on topics in a proactive manner through Coordinating Council. (Supt.)

Strategic Plan - Goal 4: Process and Financials

Demonstrate effective, efficient and equitable business operations and provide excellent stewardship of district resources.

Strategy 1:	Develop and maintain a comprehensive, outcome based budgeting strategy.
Objective A:	Provide five-year plans and projections that target the Board policy of 20% fund balances starting in the 17-18 school year.
Anticipated Tactics / Action Steps:	<ol style="list-style-type: none">1. Build fund balance to the Board Policy recommended 20% by FY19 and maintain this minimum. (Board)2. Prepare a Five-Year Financial Projection each fall and share with the FAC and Board of Education. Revise as necessary as legislative news that may materially affect future year budgets arise. (Asst. Supt. for Finance)

Strategic Plan - Goal 4: Process and Financials

Demonstrate effective, efficient and equitable business operations and provide excellent stewardship of district resources.

Strategy 1:	Develop and maintain a comprehensive, outcome-based budgeting strategy.
Objective B:	Identify opportunities to continuously strengthen the district's financial base maintaining a goal of flexibility and responsiveness to market volatility starting in the 17-18 school year.
Anticipated Tactics / Action Steps:	<ol style="list-style-type: none">1. Develop an annual Budget Development Calendar to insure the budget process proceeds in a timely manner (Asst. Supt of Finance)2. Identify and analyze possible new revenue sources (Asst. Supt of Finance)3. Continually look for areas of cost management efficiencies, optimal staffing. (Asst. Supt. for Finance)

Strategic Plan - Goal 4: Process and Financials

Demonstrate effective, efficient and equitable business operations and provide excellent stewardship of district resources.

Strategy 1:	Develop and maintain a comprehensive, outcome-based budgeting strategy.
Objective C:	Before the end of the 17-18 school year, create and maintain a long-range Facilities Master Plan in concert with academic programs and focused on school safety and security.
Anticipated Tactics / Action Steps:	<ol style="list-style-type: none">1. Maintain day-to-day contact with Building Principals to ensure the facilities are safe and in good repair. (Director of Building and Grounds)2. Conduct annual tours with building principals, chief custodian and superintendent to assess building conditions to develop summer project plans and the long-range Facilities Master Plan. (Director of Building and Grounds)

Strategic Plan - Goal 4: Process and Financials

Demonstrate effective, efficient and equitable business operations and provide excellent stewardship of district resources.

Strategy 1:	Develop and maintain a comprehensive, outcome-based budgeting strategy.
Objective D:	Evaluate district programs based on the following principles starting in the 17-18 school year: <ul style="list-style-type: none">A. Equitable assignment of district resources based on student needB. Optimization of service delivery to meet student needs with a demonstrable return on investment
Anticipated Tactics / Action Steps:	<ul style="list-style-type: none">A. Annually evaluate the cost per student allocation for Principals' discretionary budgets (Asst. Supt. For Finance)A. Evaluate program costs and effectiveness using the philosophical lens developed by the FAC (Asst. Supt for Finance)B. Develop relationships and collaborate best practices by participating in professional development opportunities with IASBO, DuPage IASBO, West 40 Meetings IASBO and Skyward (Asst. Supt. for Finance)

Strategic Plan - Goal 4: Process and Financials

Demonstrate effective, efficient and equitable business operations and provide excellent stewardship of district resources.

Strategy 2:	Ensure stakeholder trust through transparent management of district finances.
Objective A:	Provide clear and timely communications to stakeholders on fiscal matters beginning in the 17-18 school year.
Anticipated Tactics / Action Steps:	<ol style="list-style-type: none">1. Provide monthly budget to actual expense and revenue reports to the Board of Education at its regular business meeting (Asst. Supt. for Finance)2. Conduct FAC meetings no less than four times per year to update the committee members of current financial issues including the tentative budget, final budget, audit, tax levy, five year financial projections, 1st draft budget for the upcoming school year and amended budget (if necessary) (Asst. Supt. for Finance)3. Develop and share the annual Budget Development Calendar each January (Asst. Supt. for Finance)4. Maintain updated Financial Dashboard on District Website. (Asst. Supt. for Finance)

Strategic Plan - Goal 4: Process and Financials

Demonstrate effective, efficient and equitable business operations and provide excellent stewardship of district resources.

Strategy 2:	Ensure stakeholder trust through transparent management of district finances.
Objective B:	Maintain a community-based finance committee to provide additional review of audit reports starting in the 17-18 school year.
Anticipated Tactics / Action Steps:	<ol style="list-style-type: none">1. Invite the auditor to present and review the audit, and any material weaknesses and/or unqualified opinion items with the FAC and/or Board meeting each fall. (Asst. Supt. for Finance)2. Report on the annual improvement of the state's financial rating profile score. (Asst. Supt. for Finance)

Strategic Plan - Goal 4: Process and Financials

Demonstrate effective, efficient and equitable business operations and provide excellent stewardship of district resources.

Strategy 2:	Ensure stakeholder trust through transparent management of district finances.
Objective C:	Seek regular input from the community on fiscal issues starting in the 17-18 school year.
Anticipated Tactics / Action Steps:	<ol style="list-style-type: none">1. Seek the input from the FAC throughout the year on current financial issues including the tentative budget, final budget, audit, tax levy, five year financial projections, 1st draft budget for the upcoming school year and amended budget (if necessary). (Asst. Supt. for Finance)2. Assist the Board of Education and Superintendent with responses to any public comments regarding financial questions presented at board meetings. (Asst. Supt. for Finance)