

**Strategic Plan 2021**

**Legend:**

**Green - New Items to the Plan**

**Maroon - Modified**

**Black - Item on the Plan in Progress**

Strategic Challenges and Objectives, Key Goals and Action Plans 2021-2026				
KSF	Strategic Objectives	Strategic Challenges	Key Goals	Key Action Plans
Outstanding Student Performance	Ensure all students in the aggregate and in subgroups meet or exceed internal and State student performance targets annually	<ul style="list-style-type: none"> <li>• Meet the accountability requirements of the State ESSA Plan</li> <li>• Manage the complexities of the Illinois Assessment of Readiness (IAR)</li> <li>• Address learning gaps that may have been created or exacerbated by remote learning</li> </ul>	1A Monitor achievement on state and internal performance measures; address individual needs of students who do not meet state standards or internal targets	<p>1a1 Monitor the ISBE's updated plans for ESSA performance indicators, educate stakeholders regarding the indicators, and continue to engage in formal opportunities to make recommendations to ISBE regarding the indicators annually (ST/LT)</p> <p>1a2 Monitor Illinois Assessment of Readiness (IAR) in three key areas: emerging format of the assessment, performance results and student growth implications, and responding to these areas for change over the next four years, 2021- 2025 (ST/LT)</p> <p>1a3 Manage the implementation of the 2021 IAR per ISBE mandates and pandemic-related challenges (ST)</p> <p>1a4 Continue to monitor student performance on standardized and common assessments and address learning gaps due to the pandemic 2021-2023 (ST)</p> <p>1a5 Continue to make revisions to the current Assessment System by Summer 2021 and full implementation in the 2021-2022 (ST)</p>

<p style="text-align: center;"><b>Coherent and Rigorous Programs and Services</b></p>	<p>Provide standards-based curricular programs and services reflecting current research, best practice, and technology integration for all students</p> <p>Provide quality e-learning instruction that aligns with the District curricula, can be deployed quickly, and is sustainable</p>	<ul style="list-style-type: none"> <li>● Address the complexities of e-learning development and deployment as well as a potential hybrid system with physical distancing</li> <li>● Address learning gaps that may have been created or exacerbated by remote learning, particularly math and reading</li> <li>● Address the emerging challenges driven by a technological and global environment</li> <li>● Address the emerging program needs of Special Education resulting from changes in the TrueNorth Cooperative</li> </ul>	<p>2A Maintain ongoing cycle of curricular evaluation/revision for all programs/services</p> <p>2B Ensure the District’s learning model reflects current and post-pandemic requirements</p> <p>2C Ensure the curricula and programming addresses learning gaps due to the pandemic proactively</p> <p>2D Provide ubiquitous technology and learning opportunities that support the diverse needs of learners</p> <p>2E Monitor all programs and services to ensure we are meeting the needs of all students</p>	<p>2a1 Complete an expedited reading curriculum revision at Grades 2-5 for implementation during 2022-2023 at Grades 3-5 and implementation at Grade 2 during 2023-2024 (ST)</p> <p>2a2 Revise the K-5 social studies curriculum with Phases I and II completed by the summer of 2023 and full implementation by 2024-2025 (ST/LT)</p> <p>2a3 Incorporate and implement Culturally Responsive Standards for Teaching and Leading into subject areas as mandated by the State 2024-2025 (LT)</p> <p>2a4 Create an Equity Implementation Plan by 2022-2023 (ST)</p> <p>2a5 Complete implementation of the revised K-8 science curriculum in 2022-2023 (ST)</p> <p>2a6 Revise middle school math curriculum and resources for full implementation for select courses during 2021-2022 and 2022-23 (ST)</p> <p>2b1 Revise the District’s learning model for the 2021-22 school year to meet our community needs, comply with ISBE requirements related to the pandemic, and build upon new technology competencies and resources attained (ST)</p> <p>2c1 Develop and implement a K-8 literacy and math summer program for at-risk/struggling learners in the summer of 2021 (ST)</p> <p>2c2 Develop and implement a parent education series and support program for incoming kindergarteners through the fall of 2021 (ST)</p> <p>2d1 Continue implementation of 1:1 devices for K-2 to accommodate continued instructional delivery adjustments due to the pandemic</p> <p>2e1 Develop and implement plans in accordance with the Northfield Township Shared Service Program implementation in 2021-2023 (ST/LT)</p>

KSF	Strategic Objectives	Strategic Challenges	Key Goals	Key Action Plans
<p>Highly Qualified Staff</p>	<p>Ensure faculty and staff can satisfactorily deliver programs and services to all District students and schools</p> <p>Ensure that the District's culture of excellence and collaboration is maintained</p>	<ul style="list-style-type: none"> <li>● Develop staff members' technological skills and pedagogical strategies necessary to deliver the District's programs and services</li> <li>● Ensure that the workforce is equipped to meet the needs of the District should continued remote learning be warranted in the future</li> <li>● Address the emerging staffing needs of Special Education resulting from changes in the TrueNorth Cooperative</li> <li>● Address emerging staff and substitute teacher shortages to ensure effective teaching and learning in the classroom</li> <li>● Anticipate the need to develop teacher leaders in light of the cumulative effect of senior staff retirements</li> </ul>	<p>3A Build faculty/staff skills and knowledge to implement State mandated standards</p> <p>3B Effectively meet the staffing needs to implement the Shared Services Agreement for the Northfield Township</p> <p>3C Address the current and anticipated workforce shortages</p> <p>3D Develop mid-career teachers' understanding of and advocacy for our Core Values, Core Competencies, Culture, and Processes</p>	<p>3a Provide professional development to understand and implement the Culturally Responsive Teaching and Leading Standards over the 2021-2023 school years (ST)</p> <p>3b In collaboration with Township partners, recruit and train staff to implement the Northfield Township Shared Services Program over the 2021-2024 school years (ST/LT)</p> <p>3c Proactively manage the staff and substitute teacher shortages (ST/LT)</p> <ul style="list-style-type: none"> <li>● Continue to explore ways to recruit, attract, and retain substitute teachers for the 2021-2023 school years (LT)</li> <li>● Actively recruit student teachers in the areas where we are forecasting retirements and shortages as appropriate (LT)</li> </ul> <p>3d Develop and implement a professional learning strand for interested mid-career staff that supports our Core Values, Core Competencies, Culture, and Processes for full implementation over the 2021-2024 school years (LT)</p>

<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Social-Emotional Wellbeing</p>	<p>Ensure all District policies and social/emotional programs provide a caring and supportive environment</p>	<ul style="list-style-type: none"> <li>Respond to the social-emotional needs of our students and staff as a result of the COVID-19 pandemic</li> </ul>	<p>4A Monitor, evaluate, and revise the social/emotional programs/services to be responsive to student and staff needs</p>	<p>4a Develop and implement key programs and resources to support our students and staff as we transition back to school full time in the 2021-2022 school year (ST)</p> <ul style="list-style-type: none"> <li>Implement the Behavioral Coach position</li> <li>Refine PBIS in response to school re-entry</li> <li>Engage in trauma-informed professional development</li> </ul>
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Safe Learning and Working Environment</p>	<p>Ensure all facilities are safe and provide a positive learning environment</p> <p>Ensure that we have transparent and effective communication with all constituents</p>	<ul style="list-style-type: none"> <li>Address the emerging facilities needs of Special Education resulting from changes in the TrueNorth Cooperative</li> <li>Address all of the safety and space utilization needs for students and staff in the school buildings resulting from COVID-19</li> </ul>	<p>5A Implement the best practices in facilities safety and security management</p> <p>5B Maintain effective two-way communication systems that provide timely information and solicit feedback</p>	<p>5a1 Update the Master Facilities Plan specifically regarding capital improvements</p> <ul style="list-style-type: none"> <li>Complete the Ten Year Health Life Safety Study and incorporate results into Master Facilities Plan in 2021-2022 (ST)</li> <li>Implement key roof replacement and HVAC capital improvements from the Master Facilities Plan from 2019- 2025 as needed (ST/LT)</li> <li>Implement the facilities recommendations resulting from the implementation of the Northfield Township Shared Services Program from 2021 - 2024 (ST/LT)</li> </ul> <p>5a2 Develop and implement an action plan that meets Center of Disease Control (CDC) and Illinois Department of Public Health (IDPH) guidelines for transition to “in-person” instruction to mitigate student and staff health risk over the 2021-2022 school year (ST)</p> <ul style="list-style-type: none"> <li>Create an action plan for medically compromised students</li> <li>Create an action plan for students and staff non-vaccinated</li> </ul> <p>5a3 Expand the District’s network security plan to include cyber-attack preparedness, training, system recovery, and incident response for implementation in 2021-2022 (ST)</p>

				<p>5a4 Develop and implement an action plan to meet the requirements contained in the Student Online Personal Protection Act of 2019 once ISBE provides guidance on the law (ST)</p> <p>5b Conduct satisfaction surveys to determine student, staff, parent and community perceptions of our schools and the District – every other year on the even years (ST/LT)</p>
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KSF	Strategic Objectives	Strategic Challenges	Key Goals	Key Action Plans
Healthy Financial Position	Ensure fiscal solvency of the District	<ul style="list-style-type: none"> <li>Proactively manage in an environment of changing funding patterns and increased financial mandates from the State and Federal Governments</li> <li>Address the emerging financial needs of Special Education resulting from changes in the TrueNorth Cooperative</li> <li>Address the financial needs in response to COVID-19 to support instruction and operations</li> </ul>	<p>6A Provide cost-effective staffing plans for essential/highly-valued programs and services</p> <p>6B Maintain responsible approach to fiscal operation ensuring cost efficiencies while maintaining our programs and services</p>	<p>6a1 Develop a staffing and operations plan that is cost-effective in light of the anticipated reduction in revenues resulting from the adverse implications of the COVID-19 pandemic for the 2021- 2024 school years (ST/LT)</p> <p>6b1 Develop and implement a financial plan, including a study of future borrowing options, to ensure fiscal solvency and implementation of the following goals from 2020-2024 (ST/LT):</p> <ul style="list-style-type: none"> <li>Continue implementation of capital building projects (roofs, HVAC)</li> <li>Operationalize the staffing, programs, and facilities recommendations resulting from the Shared Service Program</li> <li>Study K-5 programming changes, enrollment projections, and space utilization reports for the potential need for building addition space</li> </ul> <p>6b2 Respond to the TrueNorth Financial Model with appropriate action plans, in the 2021-2024 school years (ST/LT)</p> <p>6b3 Continuously monitor and respond to state and federal legislation regarding a pension cost shift and property tax adjustment, along with adverse impact resulting from the COVID-19 pandemic through our long-term financial planning to ensure the fiscal solvency of the District on an annual basis (ST/LT)</p>