

Strategic Plan 2022-2027

2023 Progress and 2024 Recommendations

Background

- Strategic Plan approved by the Board of Education February 2023
- Created with input from multiple independent audits and stakeholder feedback sessions
- Vision grounded in Portrait of a Sears Graduate
- Living document that guides the work of the district

Agenda

- Review the accomplishments from the 2022-2023 school year
- Present recommended action plan for the 2023-2024
- Provide feedback for additional Board of Education presentations

2022-23 Achievements

Portrait of a Sears Graduate

Climate and Culture

Curriculum Updates

Teacher and Support Staff Evaluation Plans

Master Facility Plan

Vision: The Joseph Sears School is committed to achieving the four tenets of our *Portrait of a Sears Graduate* for all students: Fearless Learner, Creative Thinker, Compassionate Citizen, and Courageous Advocate.

Mission: Through an **integrated system of teaching and learning** and a **culture of care**, we support the academic achievement and social-emotional well-being of all students.

Motto: All Students. Our Students.

Collaborative Teams and Structures

District Coordinators

Oversee the progress of the District committees in achieving the goals of the Strategic Plan*

Staff Development & Retention

Attract, develop, and retain a diverse staff who are continuous learners, student-centered, and committed to achieving the *Portrait of a Sears Graduate*.

Academic Achievement

Using an integrated system of teaching and learning, develop experiences rooted in best practices that foster the growth of all students to achieve the *Portrait of a Sears Graduate*.

Whole Child

Build a culture of care by establishing a safe, healthy, and inclusive community and learning environment that empowers all students to develop the skills to achieve the *Portrait of a Sears Graduate*.

Learning Environment

Build a safe, supportive, and innovative learning environment that encourages all students and staff to work collectively and collaboratively to achieve the *Portrait of a Sears Graduate*.

Community Engagement

Cultivate trusting relationships as the basis for mutually beneficial partnerships, to foster a safe, supportive, respectful, and inclusive environment where all students will achieve the *Portrait of a Sears Graduate*.

Staff Development and Retention



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Staff Development and Retention

2022-2023 Highlights

- Professional Development Programming
- Updated Teacher and Support Staff Evaluation Plans
- Researched and Selected New Culture and Climate Survey
- Increased Professional Relationship Building Opportunities for Staff, Administration, and BOE

2023-2024 Target Areas

- Continue to Refine Professional Development Programming
- Implement New Evaluation Plans
- Implement New Culture and Climate Survey
- Increase Professional Relationship Building Opportunities including Staff Wellness

Staff Development & Retention

Goal: Foster a professional community that attracts, develops, and retains a diverse staff of student-centered continuous learners.

Metric	2022-2023 Progress
Equity Action Plan	Complete Equity Action Plan 75% of Initiatives Completed
Substitute Data	Baseline data on external and internal substitute coverage by category (professional development, meetings, personal days, sick days, etc.) 498 Sick and Personal Days 190.5 Meetings and Professional Development 85.3% Substitute Filled Rate 40% of Teachers with 10 or more absences (sick and personal)
Professional Development Data	Hours of professional development administered—every teacher receives a minimum of: <ul style="list-style-type: none"> - 63 hours for Tuesday in-service - 30 hours for institute days <u>Tuesday Schedule</u> <u>Professional Development Survey</u>

Staff Development & Retention

Goal: Foster a professional community that attracts, develops, and retains a diverse staff of student-centered continuous learners.

Metric	2022-2023 Progress
Engagement	Baseline data on the number of opportunities for engagement (staff-to-staff, staff-to-admin, staff-to-BoE, staff- and admin-to-community) 17 specific opportunities
5Essentials	5Essentials Framework <ul style="list-style-type: none">- Collaborative Teachers is scored at 40/Neutral- Effective Leaders is scored at 20/Weak Collaborative Teachers 42/Neutral Effective Leaders 26/Weak

Staff Development and Retention

Strategy	2022-2023 Action Plan	2022-2023 Action Plan Progress	Recommended 2023-2024 Action Plan
Foster an inclusive school culture and climate for all students, staff, and the community.	Review and select a state-approved culture survey.	Complete. School Climate Survey Recommendation Presentation	Implementation and Review of New School Climate Survey
	Provide professional relationship-building opportunities for staff-to-staff, staff-to-admin, staff-to-BoE, staff- and admin-to-community.	Complete. FY23 Progress and FY24 Goals	Increase professional relationship building opportunities for staff-to-staff, staff-to admin, staff-to-BoE, staff and admin-to-community.
			Develop wellness action plan and implement wellness activities for staff.
			Create a two-year school calendar.

Staff Development and Retention

Strategy	2022-2023 Action Plan	2022-2023 Action Plan Progress	Recommended 2023-2024 Action Plan
<p>Provide a quality staff development program aligned with our stated vision.</p>	<p>Create and implement a professional development plan that incorporates Tuesday early release, institute days, and targeted professional programming to explore:</p> <ul style="list-style-type: none"> - Equity - Social-emotional learning - Behavior - Integrated system of teaching and learning - Effective teaching strategies - Operationalizing the Portrait of Sears Graduate concept - Professional learning communities - CHAMPS routine and behavior expectation system - Caring school community - Co-teaching and inclusion - Safety and security - Adaptive schools for leaders - Learning environment for flexible space 	<p>Tuesday Schedule Professional Development Survey</p>	<p>Implement Professional Development schedule aligned to Strategic Plan initiatives.</p>

Staff Development and Retention

Strategy	2022-2023 Action Plan	2022-2023 Action Plan Progress	Recommended 2023-2024 Action Plan
Develop and implement an effective substitute-teacher strategy and policy.	Develop a baseline understanding of substitute teacher usage and need.	498 Sick and Personal Days 190.5 Meetings and Professional Development 85.3% Substitute Filled Rate 40% of Teachers with 10 or more absences(sick and personal)	Discuss data with KEA. Implement new internal coverage plan. Implement substitute training.
Cultivate shared decision-making structures to strengthen staff engagement.	Create and implement a systemic committee and teacher-leader structure.	School-Wide Collaboration Overview	Continue implementation of committee structure.
Utilize a teacher evaluation system that reflects the school's beliefs and identity to support the Portrait of a Sears Graduate.	Create and implement a teacher evaluation program that reinforces all strategic goals to support the Portrait of a Sears Graduate Review	Teacher Evaluation Plan Presentation	Implementation of the Teacher Evaluation Plan and Providing Professional Development
Continue our commitment to attracting and retaining the best talent.		Created standard interview questions to ask all candidates related to the Portrait of a Sears Graduate, Integrated System of Teaching and Learning, Culture of Care, and Equity.	Create a New Teacher Mentor Program aligned with the new evaluation plan. Create proactive staffing plan due to impending retirements.

Academic Achievement



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Academic Achievement

2022-2023 Highlights

- Developed the Portrait of a Sears Graduate Progressions
- Implemented the Curriculum Evaluation Framework
 - Physical Education
 - Math
 - Social Studies
 - PLTW
- Trained all teachers in Integrated System of Teaching and Learning
- Gathered feedback on MTSS effectiveness

2023-2024 Target Areas

- Pilot Portrait Progressions
- Implementation of Curriculum:
 - Physical Education
 - Math
 - Social Studies
 - PLTW
- Evaluate Curriculum:
 - Reading/ELA
 - Fine Arts
- Implement improvements to MTSS based on feedback
- Develop an Instructional Strategies Playbook

Academic Achievement

Goal: Provide a student-centered education rooted in best practices and quality learning experiences to drive academic achievement for all.

Metric		2022-2023 Progress
aimswebPlus (K-1)	80% or more of students Meet or Exceed in spring early literacy	Not Met: K-55%, 1st-79%
	80% or more of students Meet or Exceed in spring early numeracy	Met: K-82%, 1st-94%
MAP Achievement (2-8)	All grade-level Spring Achievement Percentiles are 95% or higher	Partially Met: 6th grade reading at 89% and 8th grade reading at 87%
MAP Growth (2-8)	60% of students will Meet or Exceed individual growth targets in reading	Not Met: 55%
	60% of students will Meet or Exceed individual growth targets in math	Not Met: 57%
MAP Conditional Growth Index (2-8)	65% average math conditional growth percentile	Not Met: 57%
	35% average reading conditional growth percentile	Met: 35%

Academic Achievement

Goal: Provide a student-centered education rooted in best practices and quality learning experiences to drive academic achievement for all.

Metric		2022-2023 Progress
School Report Card	Return to Exemplary rating in the annual ISBE Report Card	Released Fall 2023
IAR (3-8)	70% of students Meet or Exceed in English language arts 75% of students Meet or Exceed in math 90% of students Meet or Exceed in science (5, 8) 60% Student growth percentile on Illinois Assessment of Readiness Math and Reading	Released Fall 2023
Interventions/ Enrichment	Establish baseline data for number of students receiving interventions and enrichment opportunities	Not Established
5Essentials	Ambitious Instruction is scored at 60/Strong	Approaching 59/Neutral

Academic Achievement

Strategy	2022-2023 Action Plan	2022-2023 Action Plan Progress	Recommended 2023-2024 Action Plan
<p>Draw upon <i>Portrait of a Sears Graduate</i> characteristics, student performance indicators, and success criteria, to guide academic and extracurricular programming.</p>	<p>Define <i>Portrait of a Sears Graduate</i> characteristics, including student performance indicators and success criteria, based on learning from 2022–23 stakeholder sessions.</p>	<p>Complete. Portrait of a Sears Graduate Progressions</p>	<p>Pilot the Portrait Progressions in the 23-24 school year before finalizing.</p>
<p>Articulate and implement a standards-based, integrated system of teaching and learning in all content areas to establish a guaranteed, viable curriculum for all students.</p>	<p>Institute a five-year curriculum review cycle to ensure ongoing alignment with the Portrait of a Sears Graduate and state and national standards.</p>	<p>Complete. Curriculum Evaluation Cycle Curriculum Evaluation Process Overview</p>	<p>Continue. SEL: Year 3 Math, Social Studies, Applied Arts, Physical Education: Year 2 Reading/ELA, Fine Arts: Year 1</p>
	<p>Implement 2022–2023 curricular evaluations:</p> <ul style="list-style-type: none"> - Social Studies - Math - PE/Health - Applied Arts 	<p>Complete.</p> <ol style="list-style-type: none"> 1. Math selected materials 2. Social Studies selected materials 3. Physical Education selected materials 4. Applied Arts is implementing Project Lead the Way and developing units for Industrial and Practical Arts 	<p>Continue. SEL: Year 3 Math, Social Studies, Applied Arts, Physical Education: Year 2 Reading/ELA, Fine Arts: Year 1</p>

Academic Achievement

Strategy	2022-2023 Action Plan	2022-2023 Action Plan Progress	Recommended 2023-2024 Action Plan
<p>Create a multi-tiered system of support (MTSS) structure to respond to individual students' needs.</p>	<p>Deploy individual-student, problem-solving software, eduCLIMBER, to reinforce the multi-tiered system of support framework.</p> <ul style="list-style-type: none"> - Use eduCLIMBER smartFORM revisions to support student problem solving - Refine the problem-solving process for identifying and responding to student academic and social-emotional needs. 	<ol style="list-style-type: none"> 1. Problem-Solving Workflow 2. Review and receive Feedback on eduCLIMBER Go-To Guide 3. Supporting staff in using the platform for student data 4. Data Day Presentations 	<ol style="list-style-type: none"> 1. Update EduClimber Go-To Guide 2. Improve Data Day Timeline and Information 3. Update the MTSS process related to academics and behavior 4. Develop an Instructional Strategies Playbook
<p>Provide collaborative structures and professional development for staff to facilitate conversations around student learning and well-being. While this has always been the norm across District 38, this enhanced programming has proven critical for ongoing student success.</p>	<p>Provide professional development to support our teachers in creating collaborative, student-centered learning environments that support and employ:</p> <ul style="list-style-type: none"> - Integrated systems of teaching and learning - Professional collaborative structures based on adaptive schools and professional learning communities - Student collaborative structures and strategies 	<p>In progress.</p> <p>Tuesday In-Service Schedule 2022-2023</p>	<p>Continue.</p> <p>Tuesday In-Service Schedule 2023-2024</p>

Whole Child Approach



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Whole Child Approach

2022-2023 Highlights

- Implemented Caring School Community social emotional learning curriculum
- Developed and implemented schoolwide common expectations
- Implemented K-5 Buddy Program
- Tracked behavioral incidents and responses

2023-2024 Target Areas

- Year 2 of implementation of Caring School Community program
- Implement consistent classroom behavior management practices
- Develop a common understanding and view of student behavior through the lens of cognitive development and lagging skills
- Improve attendance and reduce chronic absenteeism through messaging and problem solving

Whole Child Approach

Goal: Establish a safe, kind, inclusive learning community that promotes the social-emotional well-being of all students.

Metric		2022-2023 Progress
Equity Action Plan	Complete annual equity action plan	75% of Initiatives Completed
Student Involvement	Establish baseline data for the percent of students participating in athletic and extracurricular programs provided by the school and parents' volunteer association, JSSPVA	61% Total Students 78 students in athletics (grades 6-8) 212 students in extracurriculars (grades K-8)
Discipline	Establish baseline data for the number of discipline referrals	412 Minor Incidents 161 Major Incidents
Behavior Plans	Establish baseline data for the percent of students with a Behavior Plan	Not Established
Social Work	Establish baseline data for the percent of students receiving social work	23% of Students (IEP = 26%, 504 = 22%, MTSS = 52%)

Whole Child Approach

Goal: Establish a safe, kind, inclusive learning community that promotes the social-emotional well-being of all students.

Metric		2022-2023 Progress
BESS Behavioral and Emotional Screening System	80% or more of students will report a Normal Risk in the winter BESS screening	90% of Students
BESS Behavioral and Emotional Screening System	80% or more of teachers will report a Normal Risk for their students in the winter BESS screening	87% of Teachers
Student Attendance	Less than 10% of students will have chronic absenteeism (10% or more absences Excused or Unexcused)	10.4%
5Essentials	Supportive Environment is scored at 80/Very Strong on 5Essentials	69/Strong

Whole Child Approach

Strategy	2022-2023 Action Plan	2022-2023 Action Plan Progress	Recommended 2023-2024 Action Plan
<p>Deliver a junior kindergarten through grade 8, schoolwide social-emotional learning curriculum.</p>	<p>Implement the Caring School Community program, year one of a three-year social-emotional learning curriculum.</p>	<p>Year 1 Complete - All Components Caring School Community (CSC) program are being implemented K-8. All building staff were assigned to a Caring School Community classroom. Administration attended morning circles daily. CSC Teacher Survey Results - Highlights</p>	<p>Continue to implement CSC as designed. Based on evidence collected regarding implementation, identify essential practices, provide targeted professional development, and evaluate and pilot supplemental resources as appropriate (e.g., Nora Project Resources).</p> <p>Train new staff on the program.</p>
<p>Ensure consistent behavior expectations and restorative and disciplinary practices throughout the school, from junior kindergarten through grade 8.</p>	<p>Evaluate CHAMPS, a classroom routine and behavior expectation system, for alignment with the Caring School Community program.</p>	<p>Identified broader classroom management framework (STOIC = Structure for Success, Teach Expectations, Observe and Monitor, Interact Positively, and Correct Fluently). Partnered with TrueNorth Coaches to develop professional development and implementation plan for FY24.</p>	<p>Implement consistent classroom management expectations in World Language and Specials classes using STOIC as a framework along with Caring School Community and additional resources. Provide opportunities for Specials and World Language Departments to collaborate on common classroom management expectations and to receive coaching.</p>

Whole Child Approach

Strategy	2022-2023 Action Plan	2022-2023 Action Plan Progress	Recommended 2023-2024 Action Plan
<p>Ensure consistent behavior expectations and restorative and disciplinary practices throughout the school, from junior kindergarten through grade 8.</p>	<p>Develop, teach, and reinforce consistent expectations for behavior in common areas, including hallways, restrooms, lunch areas, recess, etc.</p>	<p>Students explicitly taught expectations the first week of school, the week returning from winter break, and the week returning from spring break. Expectations Procedures Common Area Posters</p>	<p>Continue to implement and make improvements as needed. Revise expectations and procedures to reflect new spaces.</p>
	<p>Design and implement consistent restorative practice strategies around behavioral incidents and responses.</p>	<p>In progress. Developed consistent discipline incident definitions and reporting. Collected baseline data.</p> <ol style="list-style-type: none"> 1. EduClimber Incident Reporting - Major incident Referral Form / Minor Incident Referral Form 2. Professional Development - Responding to Unexpected Behavior 	<p>Develop common understanding and view of student behavior through the lens of cognitive development and lagging skills. A change in mindset is required before a change in practice occurs. Staff and Parent Professional Development from Doug Bolton. See samples of PD from Doug Bolton here.</p>

Whole Child Approach

Strategy	2022-2023 Action Plan	2022-2023 Action Plan Progress	Recommended 2023-2024 Action Plan
Articulate and promote a message of community and belonging.	Evaluate current systems, structures, and programming through an annual equity action plan.	In progress. Kenilworth School District 38 Equity Action Plan	Continue implementation of Equity Action Plan
Ensure consistent behavior expectations and restorative and disciplinary practices throughout the school, from junior kindergarten through grade 8.	NA	NA	Improve attendance and reduce chronic absenteeism through a revision of attendance practices, improvement of communication with families, and implementation of a three tier model of attendance interventions.

Learning Environment



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Learning Environment

2022-2023 Highlights

- Creation of Grades 3-5 Learning Environment Guidelines
- Adoption of new furniture for grades 3-5
- Reimplementation of Planet Panthers
- Network and EdTech improvements

2023-2024 Target Areas

- Creation of Grades K-2 Learning Environment Guidelines
- Adoption of new furniture for grades K-2
- Establish baseline sustainability metrics
- Finish recommendations for the Dyopath Technology Audit

Learning Environment

Goal: Build a safe, supportive, innovative learning environment that encourages all students and staff to work together toward shared goals.

Metric		2022-2023 Progress
Equity Action Plan	Complete annual equity action plan	75% of Initiatives Completed
Sustainability	Establish baseline sustainability metrics	Not Established
5Essentials Framework	5Essentials Framework: Supportive Environment: Safety is scored 98/Very Strong	76 / Strong

Learning Environment

Strategy	2022-2023 Action Plan	2022-2023 Action Plan Progress	Recommended 2023-2024 Action Plan
Provide flexible learning spaces that foster collaborative student experiences.	Produce and utilize grades 3-5 elementary learning environment guidelines that will inform the choice of classroom and hub spaces' furniture and fixtures	Completed - Learning Environment Guidelines Grades 3-5	Produce and utilize grades K-2 elementary learning environment guidelines that will inform the choice of classroom furniture and fixtures
Embed instructional technology resources to leverage educational outcomes.	Provide ongoing support for the Master Facilities Plan Phases I and II and development of Phase III	In Progress - recommendation is to continue in the 2023-2-24 school year.	Provide ongoing support for the Master Facilities Plan Phases I and II and development of Phase III
Provide flexible learning spaces that foster collaborative student experiences.	Generate a rolling five-year facilities action plan	In Progress - recommendation is to continue in the 2023-2-24 school year.	Generate a rolling five-year facilities action plan

Learning Environment

Strategy	2022-2023 Action Plan	2022-2023 Action Plan Progress	Recommended 2023-2024 Action Plan
Embed instructional technology resources to leverage educational outcomes.	Create a rolling three-year technology plan utilizing past technology audits	In Progress - currently working on completing the Dyopath technology audit task list that follows the MFP timeline.	Create a rolling three-year technology plan utilizing past technology audits
Implement sustainability best practices toward schoolwide global stewardship.	Integrate student-centered sustainability initiatives in the applied arts curriculum	In Progress - currently working on updating the applied arts curriculum that follows the MFP timeline.	Integrate student-centered sustainability initiatives in the applied arts curriculum
Provide flexible learning spaces that foster collaborative student experiences.	Complete safety audit action items and enact ongoing safety review and assessment	In Progress - In Progress - currently working on completing the security audit task list that follows the MFP timeline.	Complete safety audit action items and enact ongoing safety review and assessment
Implement sustainability best practices toward schoolwide global stewardship.	Develop and conduct a sustainability survey to inform and prioritize initiatives	In Progress - Master Gardener certification, Tree Campus recognition through the Arbor Day Foundation, and Planet Panther student club.	Develop and conduct a sustainability survey to inform and prioritize initiatives

Stakeholder Partnerships

Stakeholder Partnerships

2022-2023 Highlights

- Provide Parent Engagement Opportunities
- Develop a communication and event plan for parent engagement and to foster a greater sense of community among all stakeholders
- Collaborate on strategic goal areas with all stakeholder groups

2023-2024 Target Areas

- Continue to Expand Parent Engagement Opportunities
- Continue to Refine Communication and Event Plan for Parent Engagement
- Expand and Implement Strategic Goal Areas with Stakeholder Groups

Stakeholder Partnerships

Goal: Cultivate trusting relationships that advance objectives for our students, school, and community and elevate the Sears experience.

Metric		2022-2023 Progress
Equity Action Plan	Complete annual equity action plan	75% Complete
Establish baseline data for attendance at parent engagement events	<ol style="list-style-type: none"> 1. Number of attendees at parent engagement events 2. Number of parents at parent-teacher conferences 3. Number of parents who volunteer 	Fall: 35 and Spring: 7 PTC Fall: 268 Parents, Spring: 291 JSSPVA Volunteers: 106
Partnership Entities	Establish baseline data for engagement with partnership entities	Not Established
5Essentials Framework	Involved Families is scored at 70/Strong	77/Strong
Feedback	Establish baseline data for response rates to event- and process-focused feedback opportunities	Parent Teacher Conference Survey: 61 responses

Stakeholder Partnerships

Strategy	2022-2023 Action Plan	2022-2023 Action Plan Progress	Recommended 2023-2024 Action Plan
<p>Deliver a clear, consistent message to all stakeholders through a strategic plan and supporting materials.</p>	<p>Collaborate on strategic goal areas with JSSPVA, Village of Kenilworth, Kenilworth Park District, Diversity, Equity and Belonging (DEB) Committee, Parent and Community as Agency Committee, and Parent and Community Partnership Committee</p>	<p>5.1 A - Complete 5.1 B-E On Going</p>	<p>Complete 5.1B - 5.1E on the Equity Action Plan</p>
<p>Foster an inclusive school culture and climate for all students, staff, and community that emphasizes opportunities to connect, inform, engage, and partner.</p>	<p>Develop a communication and event plan for parent engagement and to foster a greater sense of community among all stakeholders</p>	<p>Host Stakeholder Partnership Meetings Once a Month</p> <p>August 30 Caring School Community Presentation</p> <p>February 28 Doug Bolton Resilience Parent Presentation</p>	<p>Continue to host Stakeholder Partnership Meetings Once a Month</p> <p>Doug Bolton Parent Series</p> <p>Safety and Security Presentation</p> <p>Technology Parent Presentations (Fall, Winter, Spring)</p>

Stakeholder Partnerships

Strategy	2022-2023 Action Plan	2022-2023 Action Plan Progress	Recommended 2023-2024 Action Plan
Provide a quality parent education program centered on academic achievement and social-emotional well-being topics.	Provide parent engagement opportunities across the Caring School Community, academics, technology, and creation of the Portrait of a Sears Graduate characteristics.	<p>August 30 Caring School Community Presentation</p> <p>February 28 Doug Bolton Resilience Parent Presentation</p> <p>Portrait of a Sears Graduate Institute evenings (Portrait Progressions)</p>	<p>Doug Bolton Parent Series (Student Social and Emotional Development)</p> <p>Safety and Security Presentation</p> <p>Technology Parent Presentations (Fall, Winter, Spring)</p>
Cultivate shared decision-making structures and opportunities for families to give input into engagement initiatives.	Continue strong partnerships with Kenilworth, New Trier Township, Cook County and other entities.	<p>Partnership with Park District</p> <p>Partnership with Police Department</p> <p>Partnership with Township Schools and New Trier</p> <p>Ongoing Extra Curricular Programming</p>	<p>Continue Partnerships with all entities and look for opportunities to strengthen this partnership throughout the school year through programming,</p> <p>Improve extracurricular programming</p> <p>Find opportunities to partner with New Trier High School on events throughout the school year.</p>

Stakeholder Partnerships

Strategy	2022-2023 Action Plan	2022-2023 Action Plan Progress	Recommended 2023-2024 Action Plan
Enrich programs and expertise through township, county, state, and national efforts.	Review and select a state-approved culture survey and consider supplementary measures such as requesting timely feedback after registration, back to school, parent-teacher conferences, report cards, and other events or processes.	School Climate Survey Recommendation Presentation Parent-Teacher Conference Survey Registration Update - Updates and Feedback	Use feedback to improve practices at Sears. Continue to get ongoing feedback.

Fiscal Alignment



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Fiscal Alignment

2022-2023 Highlights

- Completion of the Baker Building renovation
- Continue efforts with zero based budgeting and purchase order process
- Administrative presentations and updates on financial and budgetary alignment with the strategic plan
- Creation of the District Insurance Committee

2023-2024 Target Areas

- Completion of Phase II Renovations
- Creation, Approval, and Launch of Phase III Renovations
- Collective Bargaining Agreement with Kenilworth Education Association
- Develop dashboard highlighting key financial and operational metrics

Focus Area

Goal: Assure that taxpayer dollars fund student-centered, high-return programs and invest in a safe, healthy, future-focused environment.

Metric		2022-2023 Progress
Budget	Establish an operating reserve guideline of 40% of the annual budget	85%
Collaboration with Community Agencies	Conduct an annual assessment of operating efficiency to include comparative benchmarking of cost, tax levy, and academic achievement with peer North Shore schools.	In Progress
Master Facilities Plan	Review and update the five-year Master Facilities Plan every two years.	Full Implementation
Master Facilities Plan	Maintain facilities in a safe and high-quality manner consistent with the Master Facilities Plan	In Progress

Focus Area

Strategy	2022-2023 Action Plan	2022-2023 Action Plan Progress	Recommended 2023-2024 Action Plan
<p>Refine budget priorities and consider ways to minimize redundancy through collaboration with community agencies.</p>	<p>Collaborate with New Trier Township on shared services.</p>	<p>The District currently participates in the North Suburban Benefits Cooperative, which includes New Trier feeder districts and allows the District to mitigate increases in its local benefits package by sharing the burden of increases. NTTEC township technology shared resources. TrueNorth township partnership.</p>	<p>Collaborate with New Trier Township on shared services.</p>
<p>Create a transparent budget that reflects disciplined spending, supports the mission and goals of this strategic plan, and justifies the monetary resources committed.</p>	<p>Continue utilizing zero-based budgeting in annual forecasting.</p>	<p>The District continues to refine and improve its annual budgeting process. The FY23 school year has seen it develop and adhere to a purchase order process that records and accounts for all regular/new expenses. Currently, the Business Office is utilizing data gleaned from this process as it develops the FY24 budget.</p>	<p>Continue utilizing zero-based budgeting in annual forecasting.</p>

Focus Area

Strategy	2022-2023 Action Plan	2022-2023 Action Plan Progress	Recommended 2023-2024 Action Plan
<p>Create a transparent budget that reflects disciplined spending, supports the mission and goals of this strategic plan, and justifies the monetary resources committed.</p>	<p>Provide administrative presentations and periodic updates on financial and budgetary alignment with this strategic plan.</p>	<p>Ongoing MFP presentations during building and finance meetings. Annual budget board of education presentations. Other presentations as necessary.</p>	<p>Provide administrative presentations and periodic updates on financial and budgetary alignment with this strategic plan.</p>
<p>Maintain budgetary and financial processes and policies that are compliant and consistent with state and local guidelines and educational best practices.</p>	<p>Conduct cost/benefit analysis of Master Facilities Plan Phase III related to budgeting, financial health, and tax levy requirements.</p>	<p>This task is in process and awaiting additional detail work from FQC and DLA.</p>	<p>Conduct cost/benefit analysis of Master Facilities Plan Phase III related to budgeting, financial health, and tax levy requirements.</p>
<p>Create a transparent budget that reflects disciplined spending, supports the mission and goals of this strategic plan, and justifies the monetary resources committed.</p>	<p>Develop a dashboard highlighting key financial and operational metrics, as well as statistical metrics outlined in the Focus Areas of this plan, to assist leadership, staff, and community stakeholders in tracking progress.</p>	<p>Early stages of planning and investigating as Admin begins to work with key stakeholders of the school district and vendors. The goal is to see what already exists and then begin determining key financial and operational metrics.</p>	<p>Develop a dashboard highlighting key financial and operational metrics, as well as statistical metrics outlined in the Focus Areas of this plan, to assist leadership, staff, and community stakeholders in tracking progress.</p>
			<p>Initiate contract negotiations with the KEA for the 2025 school year and beyond.</p>

Questions



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