



Strategic Plan 2022-2027

2024 Progress and 2025 Recommendations

THE PORTRAIT OF A SEARS GRADUATE



FEARLESS
LEARNER



CREATIVE
THINKER



COMPASSIONATE
CITIZEN



COURAGEOUS
ADVOCATE

THE PORTRAIT OF A SEARS GRADUATE



FEARLESS
LEARNER

Sears graduates understand the process, seek and embrace the opportunities, and persevere through the challenges of learning something new.

A Sears graduate believes their knowledge, expertise, and skills can develop through effort, and that new learning is essential to advance and achieve. **They are looking for opportunities** to demonstrate their confidence, motivation, curiosity, and perseverance.



CREATIVE
THINKER

Sears graduates are passionate and innovative thinkers.

A Sears graduate believes that challenging existing boundaries and being imaginative will empower them to discover new ideas. **They are looking for opportunities** to demonstrate their creativity, collaboration, innovation, and open-mindedness.



COMPASSIONATE
CITIZEN

Sears graduates better their communities by being kind and compassionate.

A Sears graduate believes in being kind and caring to oneself and others and that they are part of a connected community. **They are looking for opportunities** to demonstrate their inclusivity, self-awareness, social-awareness, and empathy.



COURAGEOUS
ADVOCATE

Sears graduates demonstrate empathy by advocating for themselves and others.

A Sears graduate believes in the well-being of themselves, others, and the community and that their individual and collective actions have influence and impact. **They are looking for opportunities** to demonstrate their bravery, be communicative, problem-solve, and take action.





Kenilworth School District 38

Strategic Plan 2022–2027

ALL STUDENTS. OUR STUDENTS.

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.



PORTRAIT OF A SEARS GRADUATE

*fearless learner
creative thinker
compassionate citizen
courageous advocate*

FOCUS AREAS

Academic Achievement



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

Whole Child Approach



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

Staff Development



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

Learning Environment



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

Stakeholder Partnerships



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

Fiscal Alignment



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

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 2023-2024 school year
- Present recommended action plan for the 2024-2025 school year
- Provide feedback for additional Board of Education presentations

2023-2024 Achievements

COMPLETED PHASE II CONSTRUCTION

IMPLEMENTED CSCI CULTURE AND CLIMATE SURVEY

IMPLEMENTED MATH, SOCIAL STUDIES, P.E., PLTW CURRICULUM

EVALUATED READING/ELA CURRICULUM

STUDIED THE JR. HIGH WITH CHALLENGE SUCCESS

PROVIDED CONSISTENT BEHAVIOR PD TO STAFF AND PARENTS

REDUCED STUDENT CHRONIC ABSENTEEISM

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 Approach

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*.

Stakeholder Partnerships

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

Staff Development and Retention

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

2023-2024 Highlights

- Implement Professional Development Programming
- Implement New Evaluation Plans
- Implement New Culture and Climate Survey
- Increase Professional Relationship Building Opportunities including Staff Wellness
- Create Two-Year Calendar

2024-2025 Target Areas

- Refine Professional Development Programming
- Develop “Sunshine Committee” to implement staff relationship opportunities
- Monitor Culture/Climate Survey and Respond to Recommendations
- Continue to Increase Professional Relationship Building Opportunities including Staff Wellness

Staff Development and Retention

Metric		2022-2023 Progress	2023-2024 Progress
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)	613.5 Sick and Personal Days 274.5 Meetings and Professional Development 65.5% Substitute Filled Rate 44% of Teachers with 10 or more absences (sick and personal)
Professional Development Data	Hours of professional development administered—every teacher receives a minimum of: 63 hours for Tuesday in-service 30 hours for institute days	<u>Tuesday Inservice and Institute Schedule 2022-2023</u>	<u>Tuesday Inservice and Institute Schedule</u>

Staff Development and Retention

Metric		2022-2023 Progress	2023-2024 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	20 specific opportunities
5Essentials CSCI	5Essentials 2022-2023 CSCI 2023-2024, Implement and monitor new culture and climate survey, CSCI: - Effective Leaders - Collective Efficacy - School Connectedness(Staff Response)	5Essentials: Collaborative Teachers 42/Neutral Effective Leaders 26/Weak	CSCI Baseline: Effective Leaders 3.5(neutral) Collective Efficacy 3.8(positive) School Connectedness (Staff Response) 3.9(positive)

Staff Development and Retention

Strategy	2022-2023 Action Plan	2023-2024 Action Plan Progress	Recommended 2024-20245 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.

Staff Development and Retention

Strategy	2023-2023 Action Plan	2023-2024 Action Plan Progress	Recommended 2024-2025 Action Plan
Provide a quality staff development program aligned with our stated vision.	Create and implement a professional development plan that incorporates Tuesday early release, institute days, and targeted professional programming to explore: • 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	2023-2024 Tuesday Inservice and Institute Day Schedule	Implement Professional Development schedule aligned to Strategic Plan initiatives.

Staff Development and Retention

Strategy	2023-2024 Action Plan	2023-2024 Action Plan Progress	Recommended 2024-2025 Action Plan
Develop and implement an effective substitute-teacher strategy and policy.	Develop a baseline understanding of substitute teacher usage and need.	613.5 Sick and Personal Days 274.5 Meetings and Professional Development 65.5% Substitute Filled Rate 44% 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	Implementation of the Teacher Evaluation Plan and Providing Professional Development	Year 2 implementation of teacher evaluation program
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

Academic Achievement

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

2023-2024 Highlights

- Implemented the Curriculum Evaluation Framework
 - Reading/ELA
 - Performing Arts
- Implementation of Curriculum:
 - Math
 - Physical Education
 - PLTW
 - Social Studies
- Implemented updates to the MTSS Framework for academic and behavioral interventions
- Developed a framework for the Instructional Strategies Playbook/Quickguides

2024-2025 Target Areas

- Pilot Portrait Progressions
- Implementation of ISTL Framework, Learning Intentions and Success Criteria:
 - Math
 - Physical Education
 - PLTW
 - Social Studies
- Implementation of Curriculum:
 - Reading/ELA
- Evaluate Curriculum:
 - Performing Arts
 - World Language
- Implement improvements to MTSS based on feedback
- Continue to develop the Instructional Strategies Playbook/Quickguides

Academic Achievement Metrics and Progress

Metric		2022-2023 Progress	2023-2024 Progress
aimswebPlus (K-1)	80% or more of students Meet or Exceed in spring early literacy	Not Met: K - 55%, 1st - 79%	Partially Met: K- 62.3%, 1st - 83.7%
	80% or more of students Meet or Exceed in spring early numeracy	Met: K - 82%, 1st - 94%	Met: K - 83.3%, 1st - 95.3%
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%	Partially Met: Reading 5th - 94%, 6th - 90%, 7th - 90%, 8th - 86% Partially Met: Math 7th 94%
MAP Growth (2-8)	60% of students will Meet or Exceed individual growth targets in reading	Not Met: 55%	Not Met: 51%
	60% of students will Meet or Exceed individual growth targets in math	Not Met: 57%	Not Met: 53%
MAP Conditional Growth Index (2-8)	65% average math conditional growth percentile	Not Met: 57%	Not Met: 36%
	35% average reading conditional growth percentile	Met: 35%	Not Met: 28%

Academic Achievement Metrics and Progress

Metric		2022-2023 Progress	2023-2024 Progress
School Report Card	Return to Exemplary rating in the annual ISBE Report Card	Commendable	Released October 30, 2024
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	73% of students Meet or Exceed in English language arts 70% of students Meet or Exceed in math 85% of students Meet or Exceed in science (5, 8) 48% Student growth percentile on IAR Math 50% Student growth percentile on IAR Math	Released October 30, 2024
Interventions/ Enrichment	Establish baseline data for number of students receiving interventions and enrichment opportunities <i>In a high-quality MTSS System, at least 80% of students perform above the 40%ile (Tier 1); no more than 10% of students perform below the 40%ile (Tier 2); and no more than 5% of students perform below the 25%ile (Tier 3).</i>	Not Established	Math Math Enrichment: 14 Students (3%) Tier 2 Math: 16 Students (3.4%) Tier 3 Math: 12 Students (2.5%) ELA Tier 2 ELA: 30 Students (6.4%) Tier 3 ELA: 21 Students (4.5%)

Academic Achievement Metrics and Progress

Metric		2022-2023 Progress	2023-2024 Progress
5Essentials	5Essentials 2022-2023: Ambitious Instruction is scored at 60/Strong	5Essentials: Approaching 59/Neutral	CSCI Baseline: Student/Staff/Family
CSCI	CSCI 2023-2024: - Online Safety - Support for Academic Learning - Respect for Diversity - Teacher Student Relationships		Online Safety 3.6 / 3.7 (positive) Support for Academic Learning 4.1 / 4.8 / 4.1 (positive) Respect for Diversity 4.1 / 4.0 / 4.0 (positive) Teacher Student Relationships 4.4 / 4.8 / 4.6 (positive)

Academic Achievement

Strategy	2023-2024 Action Plan	2023-2024 Action Plan Progress	Recommended 2024-2025 Action Plan
Draw upon <i>Portrait of a Sears Graduate</i> characteristics, student performance indicators, and success criteria, to guide academic and extracurricular programming.	Define <i>Portrait of a Sears Graduate</i> characteristics, including student performance indicators and success criteria, based on learning from 2022–23 stakeholder sessions.	Postponed	Pilot the Portrait Progressions in the 24-25 school year before finalizing.
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.	Institute a five-year curriculum review cycle to ensure ongoing alignment with the Portrait of a Sears Graduate and state and national standards.	Complete. • SEL: Year 3 • Math, Social Studies, Applied Arts, Physical Education: Year 2 • Reading/ELA, Fine Arts: Year 1	Continue. • SEL: Year 4 • Math, Social Studies, Applied Arts, Physical Education: Year 3 • Reading/ELA: Year 2 • World Language, Fine Arts: Year 1
	Implement 2023–2024 curricular evaluations: • Reading/ELA • Performing Arts	Complete. • Reading/ELA Postponed • Performing Arts	Continue. • SEL: Year 4 • Math, Social Studies, Applied Arts, Physical Education: Year 3 • Reading/ELA: Year 2 • World Language, Fine Arts: Year 1

Academic Achievement

Strategy	2023-2024 Action Plan	2023-2024 Action Plan Progress	Recommended 2024-2025 Action Plan
Create a multi-tiered system of support (MTSS) structure to respond to individual students' needs.	Deploy individual-student, problem-solving software, eduCLIMBER, to reinforce the multi-tiered system of support framework. • 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.	• Iterated the Problem-Solving Workflow and implemented an Intervention Cycle/Timeline for all students. • Established the baseline of Interventions and Enrichment. • Supporting staff in using the platform for student data. • Develop an Instructional Strategies Playbook/Quick Guide Framework.	• Continue to refine the MTSS process, including: ○ intervention planning meetings ○ important dates/timeline ○ official forms for internal and external communication ○ documentation within the eduCLIMBER system
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.	Provide professional development to support our teachers in creating collaborative, student-centered learning environments that support and employ: • Integrated systems of teaching and learning • Professional collaborative structures based on adaptive schools and professional learning communities • Student collaborative structures and strategies	In progress. Tuesday In-Service Schedule 2023-2024	Continue. Tuesday In-Service Schedule 2023-2024

Whole Child Approach

Whole Child Approach

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

2023-2024 Highlights

- 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

2024-2025 Target Areas

- Year 3 of implementation of Caring School Community program
- Refine implementation of consistent classroom behavior management practices
- Continued improvement of attendance and reduce chronic absenteeism through messaging and problem solving
- Develop opportunities for student leadership and school community building

Whole Child Approach

Metric		2022-2023 Progress	2023-2024 Progress
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)	82% Total Students 107 students in athletics (grades 5-8) 285 - Extra Curriculars (grades K-8) • Park District - 140 • JSSPVA - 145
Discipline	Establish baseline data for the number of discipline referrals	412 Minor Incidents 161 Major Incidents	660 Minor Incidents 116 Major Incidents
Behavior Plans	Establish baseline data for the percent of students with a Behavior Plan	Not Established	Established: Formal SEL/Behavior Plan: 12 students - 2% SEL/ Behavior Intervention: 31 students - 6%
Social Work	Establish baseline data for the percent of students receiving social work	23% of Students (IEP = 26%, 504 = 22%, MTSS = 52%)	14% of students (IEP = 33%, 504 = 33%, MTSS = 33%)

Whole Child Approach

Metric		2022-2023 Progress	2023-2024 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	91% 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	87% of Teachers
Student Attendance	Less than 10% of students will have chronic absenteeism (10% or more absences Excused or Unexcused)	10.4% Chronic Absenteeism	6% Chronic Absenteeism

Whole Child Approach

Metric		2022-2023 Progress	2023-2024 Progress
5Essentials CSCI	5 Essentials 2022-2023: Supportive Environment is scored at 80/Very Strong on 5Essentials CSCI 2023-2024: • Rules and Norms • Sense of Emotional Security • Social Emotional Learning • Respect for Diversity • Peer Relationships • School Connectedness • Social Inclusion	69/Strong	CSC Baseline: Student/Staff/Family Rules and Norms: 4.0 / 3.6 / 3.8 (positive) Sense of Social Emotional Security: 3.9 (positive) / 2.8 (negative) / 3.5 (neutral) Social Emotional Learning: 4.0 / 4.2 / 4.0 (positive) Respect for Diversity: 4.1 / 4.0 / 4.0 (positive) Peer Relationships: 4.0/3.7/3.8 (positive) School Connectedness 4.1 (positive) Social Inclusion: 3.9/4.0/4.1 (positive)

Whole Child Approach

Strategy	2023-2024 Action Plan	2023-2024 Action Plan Progress	Recommended 2024-2025 Action Plan
Deliver a junior kindergarten through grade 8, schoolwide social-emotional learning curriculum.	Implement the Caring School Community program, year two of a social-emotional learning curriculum.	Year 2 Complete - All Components Caring School Community (CSC) program are being implemented K-8. All building staff are advisors to a Caring School Community classroom.	Year 3 of implementation of Caring School Community program and expansion of the Buddy Program to include Junior Kindergarten and Junior High.
Leverage metrics and develop a survey to track student well-being.	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.	An attendance committee met monthly to review student data, develop communication and systematize follow up. Chronic absenteeism was decreased by over 4%.	Continue work of the attendance committee and refine communication structures. Begin implementation of a three-tier model of attendance interventions.
Articulate and promote a message of community and belonging.	Develop common understanding and view of student behavior through the lens of cognitive development and lagging skills.	All staff engaged in learning and training with Doug Bolton throughout the school year. Parent education series was provided to parallel with school staff.	Continue to develop and reinforce common understanding of student behavior through the lens of cognitive development. Create opportunities for student leadership and voice to enhance community and belonging.

Whole Child Approach

Strategy	2023-2024 Action Plan	2023-2024 Action Plan Progress	Recommended 2024-2025 Action Plan
Ensure consistent behavior expectations and restorative and disciplinary practices throughout the school, from junior kindergarten through grade 8.	Revise, teach, and reinforce consistent schoolwide expectations for behavior in common areas including hallways, restrooms, lunch areas, recess, etc.	Updated school wide expectations, posters, and reinforced consistently throughout the school year. Paint the Portrait Week: students taught and reinforced expectations to one another. Developed SELand Behavior Guide to ensure all procedures related to discipline are defined.	Refine implementation of consistent classroom behavior management practices across the schoolhouse with consideration of student voice.
	Implement a classroom routine and behavior expectation system, which aligns with the Caring School Community program, in the world language and specials classes.	Identified and implemented broader classroom management framework (STOIC = Structure for Success, Teach Expectations, Observe and Monitor, Interact Positively, and Correct Fluently). Partnered with TrueNorth Coaches to deliver professional development and common collaboration time for World Language and Specials teachers.	

Learning Environment

Learning Environment

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

2023-2024 Highlights

- Creation of Grades K-2 Learning Environment Guidelines
- Adoption of new furniture for Music, Band, and Orchestra
- Planet Panther, outdoor garden, and 5th grade sustainability project
- Finished recommendations for the Dyopath Technology Audit

2024-2025 Target Areas

- Chromebook rollout
- K-2 furniture adoption and flexible furniture best practice
- Creation of sustainability metrics and continue growing Planet Panther student club
- McCarthy Byrnes Safety and Security Audit task list

Learning Environment

Metric		2022-2023 Progress	2023-2024 Progress
Sustainability	Establish baseline sustainability metrics	Not Established	Not Established
5 Essentials	5Essentials 2022-2023 Safety is scored at 76/Strong	5 Essentials Data: Safety - Strong/76	CSCI Baseline: Student/Staff/Family
CSCI	CSCI - Safety: Sense of Physical Security - Institutional Environment: Physical Surroundings		Physical Security 4.3 / 4.1 / 4.3 (Positive) Physical Surroundings 4.2 / 4.3 / 4.7 (Positive)

Learning Environment

Strategy	2023-2024 Action Plan	2023-2024 Action Plan Progress	Recommended 2024-2025 Action Plan
Provide flexible learning spaces that foster collaborative student experiences.	Produce and utilize grades K-2 elementary learning environment guidelines that will inform the choice of classroom furniture and fixtures	Created the K-2 Learning Environment Guidelines. Selected the furniture for the Band, Music, and Orchestras spaces.	Using the K-2 Learning Environment Guidelines, select the K-2 furniture and provide opportunities for student and staff feedback.
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	Ongoing	Provide ongoing support for the Master Facilities Plan Phase III
Provide flexible learning spaces that foster collaborative student experiences.	Generate a rolling five-year facilities action plan	Ongoing	Generate a rolling five-year facilities action plan

Learning Environment

Strategy	2023-2024 Action Plan	2023-2024 Action Plan Progress	Recommended 2024-2025 Action Plan
Embed instructional technology resources to leverage educational outcomes.	Create a rolling three-year technology plan utilizing past technology audits.	Technology Plan created, this included ongoing technology refresh cycle.	Chromebook rollout for grades 5-8. Partner with Stakeholder Partnership on parent education opportunities around technology.
Implement sustainability best practices toward schoolwide global stewardship.	Integrate student-centered sustainability initiatives in the applied arts curriculum	5th grade sustainability student project.	Creation of the sustainability metrics.
Provide flexible learning spaces that foster collaborative student experiences.	Complete safety audit action items and enact ongoing safety review and assessment	Completion of the 2020 Physical Safety Audit. New McCarthy Byrnes Safety and Security Audit completed and ongoing partnership. Installation of security cameras.	Ongoing work around McCarthy Byrnes Safety and Security Audit Task List.
Implement sustainability best practices toward schoolwide global stewardship.	Develop and conduct a sustainability survey to inform and prioritize initiatives	Ongoing Planet Panther initiatives including the planting of the outdoor garden.	Continue growing the Planet Panther student club.

Stakeholder Partnerships

Stakeholder Partnerships

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

2023-2024 Highlights

- Implemented Parent Education Series on
 - SEL/Behavior with Doug Bolton
 - Safety and Security
 - Technology (Fall)
- Implemented Timely Parent Feedback Opportunities via Surveys
- Partnership with Park District
 - Community Entrance
 - Shared Programming (Tuesday)
 - Extracurricular Brochure
 - Participated on interview committees for relevant positions
- Partnership with Police Department
 - School Safety Planning, Drills, Joint-Presentation
 - Participated on interview committees for relevant positions

2024-2025 Target Areas

- Establish a formal meeting plan for Stakeholder Partnership Committee
- Refine and align Parent Education Programming to Strategic Plan and parent needs
- Refine Student Programming to align with the Portrait of a Sears Graduate
- Partnership with the Police Department and establish a committee to plan enhanced safety protocols and drills
- Continue to refine communication and event planning for parent engagement
 - ParentSquare
 - Calendar of Events

Stakeholder Partnerships

Metric		2022-2023 Progress	2023-2024 Progress
Establish baseline data for attendance at parent engagement events	- Number of attendees at parent engagement events - Number of parents at parent-teacher conference - Number of parents who volunteer	Baseline PTC Fall: 268 Parents PTC Spring: 291 Parents JSSPVA Volunteers: 106	PTC Fall: 449 Parents PTC Spring: 430 Parents JSSPVA Volunteers: 120
Partnership Entities	Establish baseline data for engagement with partnership entities	Not Established	Not Established
5Essentials Framework CSCI	Involved Families is scored at 77/Strong CSCI: - Online Safety - School Connectedness	5 Essentials Survey Data 77/Strong	Baseline CSCI Data Online Safety: 3.3 (neutral) School Connectedness: 4.3 (positive)
Feedback	Establish baseline data for response rates to event- and process-focused feedback opportunities	Not Established	<u>See Surveys and Response here.</u>

Stakeholder Partnerships

Strategy	2023-2024 Action Plan	2023-2024 Action Plan Progress	Recommended 2024-2025 Action Plan
Deliver a clear, consistent message to all stakeholders through a strategic plan and supporting materials.	Collaborate on strategic goal areas with JSSPVA, Village of Kenilworth, and Kenilworth Park District.	Incomplete.	Host Stakeholder Partnership meetings once a month and align all work to the Action Plan in the Strategic Plan.
Foster an inclusive school culture and climate for all students, staff, and community that emphasizes opportunities to connect, inform, engage, and partner.	Develop a communication and event plan for parent engagement and to foster a greater sense of community among all stakeholders	Doug Bolton Parent Series Safety and Security Presentation Technology Parent Presentations - Fall (Complete) - Winter, Spring (Incomplete)	Develop communication and event plan for parent engagement Kindergarten Parent Series Community Presentation Specific Technology Parent Presentations (Fall, Winter, Spring)

Stakeholder Partnerships

Strategy	2023-2024 Action Plan	2023-2024 Action Plan Progress	Recommended 2024-2025 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.	Doug Bolton Parent Series (Student Social and Emotional Development) Safety and Security Presentation Technology Parent Presentations - Fall (Complete) - Winter, Spring (Incomplete)	Kindergarten Parent Series Community Presentation Specific Technology Parent Presentations (Fall, Winter, Spring) Science of Reading Parent Presentation
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.	Partnership with Park District - Community Entrance - Shared Programming (Tuesday) - Extracurricular Brochure - Participated on interview committees for relevant positions Partnership with Police Department - School Safety Planning, Drills, Joint-Presentation - Participated on interview committees for relevant positions	Partnership with the Park District - Continue to improve Extracurricular Brochure - Align Programming to the Portrait of a Sears Graduate Outcomes Partnership with the Police Department - Establish a committee to plan enhanced safety protocols and drills

Stakeholder Partnerships

Strategy	2023-2024 Action Plan	2023-2024 Action Plan Progress	Recommended 2024-2025 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.	See surveys implemented and response rates here.	Use feedback to improve practices at Sears. Continue to get gather timely feedback after events and processes.

Fiscal Alignment

Fiscal Alignment

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

2023-2024 Highlights

- Completion of Phase II Renovations
- Creation, Approval, and Launch of Phase III Renovations
- Collective Bargaining Agreement with Kenilworth Education Association (KEA)

2024-2025 Target Areas

- Phase III Renovations
- Collective Bargaining Agreement with PSRP
- Creation of five year facilities plan
- Develop dashboard highlighting key financial and operational metrics

Fiscal Alignment

Metric		2022-2023 Progress	2023-2024 Progress
Budget	Establish an operating reserve guideline of 40% of the annual budget.	85%	70%
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	In Progress
Master Facilities Plan	Review and update the five-year Master Facilities Plan every two years.	Full Implementation	Full Implementation
Master Facilities Plan	Maintain facilities in a safe and high-quality manner consistent with the Master Facilities Plan	In Progress	In Progress

Fiscal Alignment

Strategy	2023-2024 Action Plan	2023-2024 Action Plan Progress	Recommended 2024-2025 Action Plan
Refine budget priorities and consider ways to minimize redundancy through collaboration with community agencies.	Collaborate with New Trier Township on shared services.	Ongoing collaborate with New Trier Township, and decrease on overall Purchase Service Costs in FY25 Draft Budget.	Collaborate with New Trier Township on shared services. Ongoing review of possible grant opportunities (i.e, Maintenance Grant).
Create a transparent budget that reflects disciplined spending, supports the mission and goals of this strategic plan, and justifies the monetary resources committed.	Continue utilizing zero-based budgeting in annual forecasting.	Continue to streamline budgeting process for all stakeholders that is efficient and transparent.	Continue utilizing zero-based budgeting in annual forecasting. Professional Development for business office staff on the use of Forecast5 analytics and financial planning.

Fiscal Alignment

Strategy	2023-2024 Action Plan	2023-2024 Action Plan Progress	Recommended 2024-2025 Action Plan
Create a transparent budget that reflects disciplined spending, supports the mission and goals of this strategic plan, and justifies the monetary resources committed.	Provide administrative presentations and periodic updates on financial and budgetary alignment with this strategic plan.	Created and presented budget timeline for BOE and administrative team. Worked with business office to setup new systems and procedures to streamline purchasing to increase transparency and efficiency.	Ongoing monitoring of the budget to ensure proper fund allocation to move forward the Strategic Plan and the MFP. Continue to streamline procedures and processes related to the business office.
Maintain budgetary and financial processes and policies that are compliant and consistent with state and local guidelines and educational best practices.	Conduct cost/benefit analysis of Master Facilities Plan Phase III related to budgeting, financial health, and tax levy requirements.	Completion of Phase II, and funded Master Facilities Plan Phase III.	Ongoing monitoring of the Master Facilities Plan Phase III related to budgeting, financial health, and tax levy requirements.
Create a transparent budget that reflects disciplined spending, supports the mission and goals of this strategic plan, and justifies the monetary resources committed.	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.	Ongoing	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.
	Initiate contract negotiations with the KEA for the 2025 school year and beyond.	Ongoing contract negotiations with the KEA.	Initiate contract negotiations with the PSRP for the 2026 school year and beyond.

Questions