



Strategic Plan Refresh

2025-2026 Process
BOE Meeting, April 21, 2026



STRATEGIC PLAN | 21-25

Our current mission is to:

empower an
inclusive, diverse
community of
learners to innovate
and thrive as global
citizens.



OUR GOALS & STRATEGIES

This presentation falls under the:

1. Student Achievement Goal
2. Family & Community Goal
3. Learning Environment Goal
4. High-Quality Staff Goal
5. Stewardship of Resources Goal





PRESENTATION OUTLINE SLIDE

This presentation will cover:

1. Strategic Plan Refresh Timeline & Process
2. The Journey | Recap of the 21-25 Strategic Plan
3. Recommended Refresh
4. Plan for Rollout (pending approval)



STRATEGIC PLAN REFRESH TIMELINE & PROCESS

TIMELINE & PROCESS



INITIAL MEETING PHASE

Feb '25 - May '25

MEETING PHASE II

SURVEY PHASE

TIMELINE & PROCESS



Feb '25 - May '25

INITIAL MEETING PHASE

Feb 11, 2025 – BOE Meeting

- Presented by Dr. Brian Kaye
- Strategic planning process introduced

Mar 11, 2025 – BOE Meeting

- Process update to Board
- Shift toward “refresh”

Apr 22, 2025 – BOE Meeting

- Process details shared
- Target adoption: Feb 2026

May 7, 2025 – Special BOE Meeting

- Strategic Plan Discussion Session
- Stakeholder engagement
- Focus: Portrait of a Learner

TIMELINE & PROCESS



INITIAL MEETING PHASE

Feb '25 - May '25

MEETING PHASE II

Aug '25 - Mar '26

SURVEY PHASE

TIMELINE & PROCESS



Aug '25 - Mar '26

MEETING PHASE II

Aug 26, 2025 – Goal Champions Meeting

- How will we close Strategic Plan 2021–2025 and plan the refresh? Finalized “The Journey” document.

Nov 12, 2025 – Orientation (Virtual, 2 hrs)

- Who are we as a team, and what are we charged to do?

Dec 11, 2025 – Data Retreat (In-person, 4 hrs)

- Where are we now? What is working well, and what is not?

Jan 27, 2026 – Vision Retreat (In-person, 4 hrs)

- Where do we want to be 5–10 years from now? How will we be different?

Feb 24, 2026 – Setting Direction Retreat (In-person, 4 hrs)

- How will we get from where we are now to where we want to be?

Mar 18, 2026 – Recommendation & Living the Plan (Virtual, 2 hrs)

- What will we recommend to the Board, and how will we live the plan every day?

TIMELINE & PROCESS



INITIAL MEETING PHASE

Feb '25 - May '25

MEETING PHASE II

Aug '25 - Mar '26

SURVEY PHASE

June '25 - Mar '26



TIMELINE & PROCESS



June '25 - Mar '26

SURVEY PHASE

Portrait of a Learner

June 4–11, 2025 – Parents

- D25 community provided input on the DRAFT Portrait of a Learner.

Aug 26–Sept 9, 2025 – Parents

- Additional outreach gathered more feedback on the DRAFT Portrait of a Learner.

June 2025 – TMS Students

- About 70 TMS students gave in-person feedback on the DRAFT Portrait of a Learner.

Sept 17–26, 2025 – 5th–8th Students

- Classroom surveys captured student feedback on the DRAFT Portrait of a Learner.

Portrait of an Educator

Aug 8–22 & Sept 5–19, 2025 – Certified Staff

- Staff provided feedback on the DRAFT Portrait of an Educator in two survey windows via Monthly Staff Updates.

Portrait of a System

Aug 6–22, 2025 – Cabinet & Board of Education

- Cabinet and Board members provided feedback on the DRAFT Portrait of a System through separate surveys.

Vision & Strategic Plan Feedback

Dec 5–19, 2025 - Student, Parent, & Staff

- Feedback collected on the future vision of D25 to inform the January 2026 Vision Retreat.

Jan 6–16, 2026 – Parent & Staff

- Provided feedback on D25's Strengths, Weaknesses, Opportunities, & Threats.

Feb 9–15, 2026 – Student & Staff

- Feedback gathered on the drafted Mission, Vision, Core Values, & Portrait of a Learner for the Setting Direction Retreat.

Mar 10–13, 2026 – Leadership & Parent Groups

- Reviewed & provided input on the Draft Strategic Plan Recommendation.

TIMELINE & PROCESS



June '25 - Mar '26

SURVEY PHASE BY THE NUMBERS

9

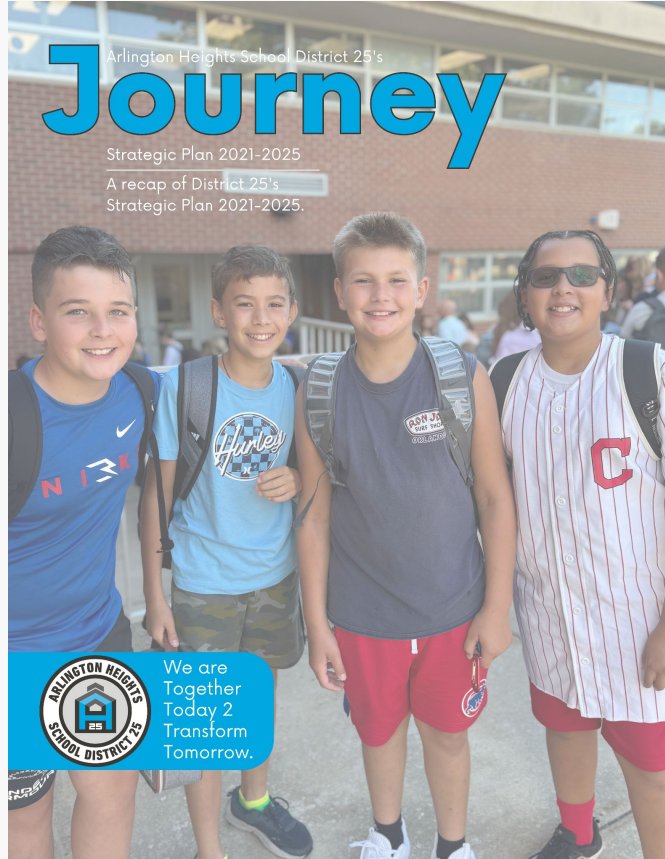
TOTAL SURVEYS / OPPORTUNITIES TO GIVE FEEDBACK

Group	Opportunities	Responses
Parent	3 opportunities	1,043 responses
Parent Organizations (ABC25 & AHCPTA)	1 exclusive opp.	
Student (middle school)	4 opportunities	4,194 responses
Staff	4 opportunities	669 responses
D25 Leadership (BOE & Cabinet)	2 exclusive opps.	



STRATEGIC PLAN REFRESH “THE JOURNEY”

THE JOURNEY



“The Journey” magazine offered a look back at the work and impact of District 25’s 2021–2025 Strategic Plan. It was put together in collaboration with the Goal Champions of that Strategic Plan.

It was utilized during the Data Retreat as a supplement as the Strategic Plan Refresh team answered the question:

“Where Are We Now?”

THE JOURNEY



“The Journey” explored the Strategic Plan 2021-2025 goal by goal, recapping the strategies, accomplishments, and metrics that helped tell the story of the past five years.

Journey

GOAL 1



Student Achievement

Refine and extend instructional practices, programs and services to ensure all learners are academically ready for high school and beyond.

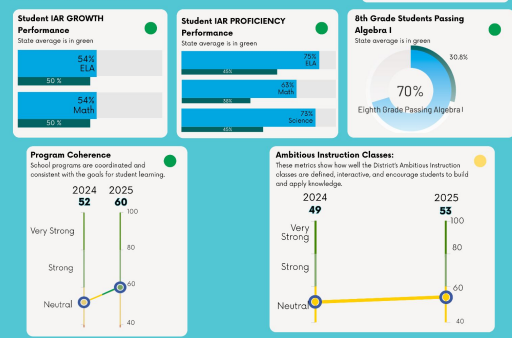
Goal Strategies:

- Refine and expand our continuum of services to better meet the needs of all students and close performance gaps for identified student subgroups.
- Ensure high student engagement and ownership of their learning through hands on, authentic, real-life learning opportunities and innovative teaching practices.

Goal Accomplishments

- **Implemented a full-day kindergarten program** to strengthen early learning foundations and increase student readiness for first grade.
- **Enhanced foundational literacy instruction** through differentiated professional learning, improving targeted reading support for all students.
- **Expanded differentiated supports for students and staff** by adding Advanced Learning Specialists, Instructional Coaches, and Student Services Specialists, fostering personalized learning and growth.
- **Launched a comprehensive program review process** that integrates professional learning with high-quality instructional materials, driving continuous improvement in teaching and learning.

Goal Metrics



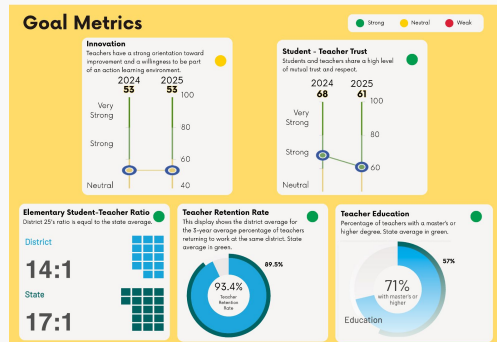
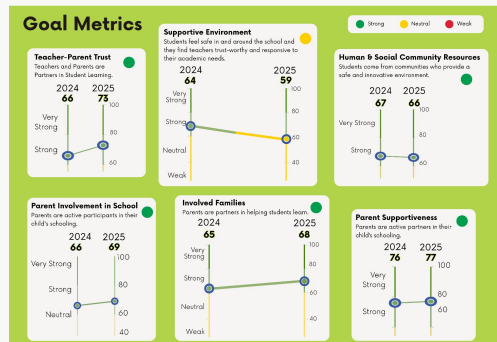
Pics (left): Goal 1 (Student Achievement) section of “The Journey”. Showing the goal’s strategies, accomplishments, and metrics, as told by the Goal Champion, Dr. Becky FitzPatrick.



“Our Student Achievement goal reflects our dedication to ensuring every child reaches their full potential. By strengthening foundational literacy, expanding differentiated supports for students and teachers, and pairing high-quality instructional materials with professional learning, we are building the foundation for lasting success in every classroom.”

— Dr. Becky FitzPatrick, Assistant Superintendent of Student Learning

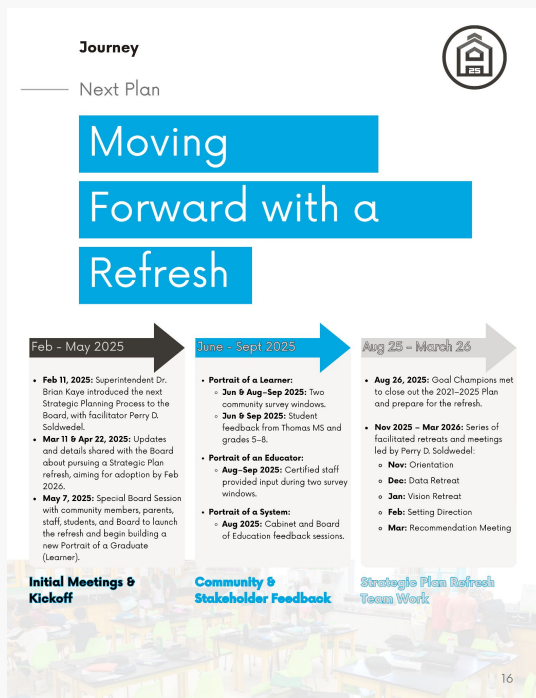
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THE JOURNEY



“Creating and reviewing ‘The Journey’ helped the Strategic Plan Refresh team reflect on past accomplishments and prepare for the next plan.”



Journey
Arlington Heights School District 25's
Strategic Plan 2021-2025

- Dr. Brian Kaye**
Superintendent
- Chris Fahnoe**
Director of Technology
- Dr. Becky FitzPatrick**
Assistant Superintendent of Student Learning
- Adam Harris**
Head of Communications & Storytelling
- Diane Kaffka**
Assistant Superintendent of Student Services
- Andrea Luessow**
Director of Student Learning
- Stacey Mallek**
Assistant Superintendent of Business/CSBO
- Kendra Perri**
Assistant Superintendent of Personnel & Planning
- Ryan Schulz**
Director of Facilities Management
- Sandy Voss**
Director of Food & Nutrition Services

Thank you for your support on our Strategic Plan

Journey.

ARLINGTON HEIGHTS SCHOOL DISTRICT 25

(847) 758-4900 | website.sdsd25.org
www.sdsd25.org | [ahsd25social](https://www.facebook.com/ahsd25social)



STRATEGIC PLAN REFRESH

THE RECOMMENDATION

THE RECOMMENDATION



MOTTO

Together Today to Transform Tomorrow

MISSION

Together, we cultivate an inclusive and caring community where every learner is supported, challenged, and prepared to thrive in a changing world.



VISION

We envision a future in which every school ignites curiosity, fosters belonging, fuels joy, and equips every learner to lead with purpose, resilience, and compassion in a changing world. In this future:

- **Students lead their learning.** They set meaningful goals, think critically, apply knowledge to authentic challenges, and graduate.
- **Belonging is systemic, not incidental.** Policies, practices, and structures ensure every learner feels seen, valued, and supported in a culturally responsive and inclusive environment.
- **Learning reflects the future.** Instruction prioritizes collaboration, innovation, adaptability, and real-world application aligned with emerging opportunities and workforce needs.
- **Continuous improvement fuels excellence.** Educators model curiosity, use evidence with purpose, and innovate relentlessly to ensure meaningful growth for every student, every year.

THE RECOMMENDATION



CORE VALUES

We act with honesty, transparency, and strong moral principles, and we take responsibility for our actions and their impact.

Student Version: I tell the truth, own my choices, and do the right thing, even when no one is watching.

INTEGRITY



We create environments where every person feels valued, respected, and connected.

Student Version: I include others, embrace differences, and help everyone feel welcome.

BELONGING



We pursue high standards, continuous growth, and meaningful achievement in everything we do.

Student Version: I set ambitious goals, keep improving, and do my best.

EXCELLENCE



We think creatively, embrace change, and seek better ways to learn and lead.

Student Version: I embrace new ideas, learn from mistakes, and look for better solutions.

INNOVATION



We equip and trust individuals with the confidence, skills, and agency to lead and make a difference.

Student Version: I believe in myself and others, speak up, and take initiative.

EMPOWERMENT



THE RECOMMENDATION



GOALS



STUDENT ACHIEVEMENT



INCLUSIVE LEARNING ENVIRONMENT



HIGH QUALITY STAFF



FAMILY & COMMUNITY PARTNERSHIPS



RESOURCES



GOALS



STUDENT ACHIEVEMENT

Inspire and prepare every student for a future of purpose, opportunity, and success.

Critical Strategies:

- **Curriculum Rigor, Relevance, and Consistency:** Implement a standards-aligned curriculum that challenges students while ensuring consistent expectations and real-world relevance across all classrooms.
- **Personalized and Extended Learning Opportunities:** Provide flexible learning pathways, enrichment, and support programs that adapt instruction to each student's needs and interests.
- **Special Education and Advanced Learning Systems:** Strengthen systems that identify and support diverse learners by analyzing meaningful assessments and delivering targeted special education services and advanced academic opportunities.



GOALS



INCLUSIVE LEARNING ENVIRONMENT

Cultivate welcoming school communities where every student and staff member feels safe, valued, and inspired to thrive.

Critical Strategies:

- **Enhance a Consistent, Healthy climate:** Implement a clear, school-wide behavior system that promotes positive relationships, consistent expectations, and a safe learning environment for all students.
- **Increase Student Engagement and Voice through Instructional Innovation & Enrichment:** Enhance innovative teaching strategies and enrichment opportunities that actively involve students and deepen their learning experiences.
- **Refine our Multi-Tiered Student Support System:** Strengthen the MTSS framework to ensure students receive timely, tiered academic and social-emotional supports based on their individual needs.



GOALS



HIGH QUALITY STAFF

Build a culture where talented educators grow, lead, and inspire every learner.

Critical Strategies:

- **Strengthen Staff Recruitment, Retention, Development, and Workforce Stability:** Build a strong and stable workforce by attracting high-quality staff, supporting professional growth, and implementing strategies that improve retention.
- **Promote Staff Voice, Climate, and Transparent Communication:** Foster a positive workplace culture by encouraging staff input, maintaining open communication, and ensuring transparency in decision-making.
- **Advance Staff Diversity, Well-Being, and Inclusive Workplace Culture:** Cultivate a diverse, supportive, and inclusive work environment that prioritizes employee well-being and equitable opportunities for all staff.



GOALS



FAMILY & COMMUNITY PARTNERSHIPS

Unite families, schools, and the community to ensure every student thrives.

Critical Strategies:

- **Strengthen Communication, Transparency, Education, and Trust with Families & Community.** Strive for clear and open communication to assist families feel informed, valued, and connected. When trust is strong, families are better able to support their child's learning and partner with schools.
- **Expand and Deepen Family Engagement:** Actively involve families in their child's education. Creating flexible and inclusive ways to engage helps all families feel welcome and able to participate. Make expectation clear and provide tools and support.
- **Strengthen Community Partnerships to Support Student Success:** Strong community partnerships provide extra support and opportunities for students and families. Partnering helps support the **whole child**—academically, socially, and emotionally.



GOALS



RESOURCES

Build lasting stability through transparent, responsible stewardship.

Critical Strategies:

- **Ensure Equitable Allocation of Resources and Support Services:** Distribute resources and support services strategically to ensure all students and programs receive the support needed to succeed.
- **Strengthen Financial Planning, Prioritization, and Sustainability:** Implement strategic budgeting and long-term financial planning to align spending with district priorities and maintain fiscal stability.
- **Strategically Integrate Technological Needs:** Expand the thoughtful use of technology, including AI, while improving systems to support reliable, secure, and future-ready learning environments.



PORTRAIT OF A LEARNER

A new addition to our Strategic Plan, the Portrait of a Learner defines the key skills, mindsets, and dispositions we want every student to develop throughout their time in our schools. This framework brings a clearer, more holistic focus to the student experience, grounded not only in academics, but in personal growth and readiness for the world.

Similar to what you might find at the high school level in a Portrait of a Graduate, this version is intentionally designed for the elementary experience, capturing what it looks like for our youngest learners to grow as curious thinkers, compassionate community members, and confident individuals.



THE RECOMMENDATION



PORTRAIT OF A LEARNER

These competencies define the knowledge, skills, and mindsets every graduate will develop to succeed in school, career, and life.

Critical & Creative Thinking

I can think deeply, ask thoughtful questions, and come up with new ideas.

Problem Solving & Decision-Making

I can find solutions to challenges and make well-informed decisions.

THINKING SKILLS

Collaboration & Communication

I can work well with others, value different perspectives and ensure respectful communication.

Literacy

I can listen carefully, speak clearly, read with understanding, and write to share my ideas.

COMMUNICATION & LITERACY

Empathy & Perseverance

I care about others and keep trying even when learning is difficult.

Responsibility & Accountability

I take responsibility for my actions, choices, and learning.

SOCIAL EMOTIONAL SKILLS

Self-Awareness & Confidence

I understand my strengths, believe in myself, and continue to grow

Flexibility & Agility

I can adapt to new situations and stay open to different ideas.

PERSONAL GROWTH



STRATEGIC PLAN REFRESH PLAN FOR ROLLOUT

PLAN FOR ROLLOUT



1

BRANDING

A visual representation that people can recognize and associate with the plan.

2

COMMUNICATIONS

Announcing the new plan with the visual.

3

PLACEMENT

Where will this plan be, and how will it be ingrained within our District?

4

ACCOUNTABILITY

How will the public know the plan's impact?



BRANDING

How we visually represent the story of the recommended Strategic Plan.

Branding gives our Strategic Plan a clear, recognizable identity from the start. A consistent visual identity ensures the plan is memorable and easily connected to our work, helping all stakeholders immediately recognize and engage with it.

- Develop a one-page front-and-back overview connecting plan sections to visuals
- Create a dedicated visual for the Portrait of a Learner
- Use consistent colors, logos, and design elements across all materials
- Integrate branding into presentations, handouts, and digital assets
- Ensure all launch communications carry the same visual identity

PLAN FOR ROLLOUT



BRANDING (previous Strat Plan)



THEME

OUR VISION

Cultivate a personalized environment of excellence that prepares every learner, every day, for a better tomorrow by:

Building the knowledge, skills and attitudes of learners to be successful, contributing citizens of a global society.
Developing resilience and perseverance in learners to problem-solve and co-create their learning.

Embracing individuality and modeling empathy in an inclusive environment.

Promoting learner confidence, courage, growth mindset and well-being.

Fostering collaboration, voice and engagement with and among staff, families and our communities to partner in ensuring each learner's continuous improvement.

Ensuring equity of resources, access and opportunities for all learners and staff to learn, work and succeed.

OUR VALUES

The following core values will guide our behaviors and actions:

Compassion & Empathy

Inclusivity & Diversity

Equity & Social Justice

Innovation & Creativity

Collaboration & Communication

Resilience & Perseverance

GOAL ICONS

OUR GOALS & STRATEGIES

STUDENT ACHIEVEMENT

Strategies that need attention to achieve this goal at a higher level.

Refine and expand our continuum of services to better meet the needs of all students and close performance gaps for identified student subgroups.

Ensure high student engagement and ownership of their learning through hands on, authentic, real-life learning opportunities and innovative teaching practices.

LEARNING ENVIRONMENT GOAL:

Cultivate a healthy climate and culture that creates conditions and supports to meet the needs of all learners.

Strategies that need attention to achieve this goal at a higher level.

Address the growing social, emotional and mental health needs of our students, families, and staff.

Foster a sense of belonging, mutual understanding and competence to address diversity, equity, social justice, racism and inclusion in our everyday practices.

STEWARDSHIP OF RESOURCES GOAL:

Demonstrate stewardship by allocating resources effectively and equitably.

Strategies that need attention to achieve this goal at a higher level.

Address time, space and aging facilities to ensure an optimal learning and teaching environment.

Explore and develop new financial strategies to respond to the changing nature of school funding and projections to continue to offer equitable, high-quality programs and services to our students and families.

FAMILY & COMMUNITY GOAL:

Strengthen family and community relationships to enhance learning, teaching, and partnerships.

Strategies that need attention to achieve this goal at a higher level.

Improve classroom, school and district connections, collaboration, and communication with our families and community to enhance external relationships, trust, respect, commitment, engagement and satisfaction.

Develop effective partnerships with community agencies, higher education and District 214.

HIGH-QUALITY STAFF GOAL:

Attract, develop, and retain diverse, high-quality, innovative employees.

Strategies that need attention to achieve this goal at a higher level.

Improve policies, procedures and hiring practices with our employees to enhance internal relationships, trust, respect, commitment, collaboration, communication and satisfaction.

Refine and extend data collection, analysis, progress monitoring and reporting to promote continuous improvement at all levels of the system.

*Indicators, measures and targets for each goal and strategy will be developed at a later date to ensure it is a SMART Goal.



COMMUNICATIONS

How we tell the story of the recommended Strategic Plan.

Launching the plan is about creating awareness, excitement, and understanding. Clear, intentional communication ensures all stakeholders know the priorities, purpose, and impact of the plan from day one.

- District-wide announcement via email, website, and social media
- Distribute the one-page Strategic Plan overview and visual assets
- Present to staff, families, and community groups
- Highlight the Portrait of a Learner and key priorities in messaging
- Provide clear avenues for questions, feedback, and ongoing engagement

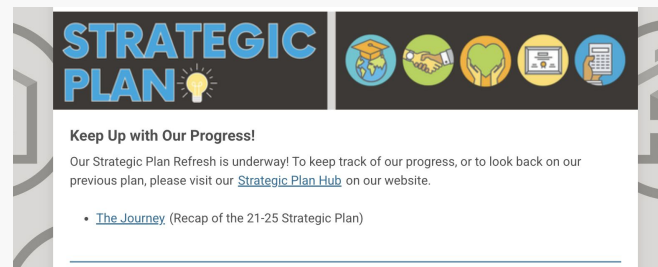


PLACEMENT

Where will our community, staff, & students see the recommended Strategic Plan?

Strategic placement ensures the plan is visible and part of daily life. Launching with intentional placement builds familiarity, reinforces the importance of the plan, and connects the work to physical and digital spaces.

- Display visuals in schools and district buildings
- Feature the plan and Portrait of a Learner on the district website
- Include highlights in *District Dish* or other communications
- Integrate plan into Board presentations
- Integrate plan visuals into events, meetings, and presentations





ACCOUNTABILITY

How we will show the story is real and impactful.

From the beginning, accountability makes the Strategic Plan tangible. Launching with clear metrics and a dashboard demonstrates commitment, tracks progress, and reinforces that this is actionable, measurable work.

- Introduce a Strategic Plan dashboard to track key metrics
- Highlight goal areas and strategies with clear benchmarks
- Share progress updates in initial launch communications
- Set expectations for ongoing review and reporting cycles
- Celebrate early wins to reinforce impact and momentum





The logo for AHSD 25 is a large, light gray circle containing a stylized house. The house is composed of several nested shapes: a light blue pentagon in the center, a gray pentagon around it, and a white pentagon at the very center. Below the house, the number '25' is written in white. The word 'QUESTIONS?' is written in large, bold, black capital letters across the middle of the house.

QUESTIONS?