

District Strategic Planning

Process, Goals, Strategies

Strategic Planning – Overall Components

- Summarize district vision statement, strategic objectives and related goals
- How does the organization review and revise strategic challenges and advantages?
- How does the organization convert strategic objectives into plans for improvement?
- How does the organization review and revise key performance measures or indicators?
- How does leadership use vision and planning to guide and sustain the organization?
- How does leadership set and deploy the vision through key leadership systems?
- How does leadership create a focus on action to accomplish the district's objectives, improve performance and attain its' vision?

Process Steps

- **Step 1:** Review of school district vision statement, strategic goals, and measurable targets.
- **Step 2:** Review and analysis of current data (demographic, student achievement, survey/perception data from all stakeholder groups)
- **Step 3:** Based on data review, revise the district Strategic Challenges (the items that should be addressed when planning for improvement) and Strategic Advantages (the items that should be built upon when planning)
- **Step 4:** The district leadership team then develops an annual district improvement plan designed to achieve the overall strategic goals. To do this, there will be annual achievement targets aligned to the long term targets and improvement strategies that will be used to achieve the target.
- Step 5: Board Approval
- **Step 6:** Both the elementary school and junior high/high school will then review building specific data, the district improvement plan, and then establish their building level targets and improvement strategies that align to the district strategies.
- **Step 7:** Implementation improvement plans through school year
- **Step 8:** Evaluation of performance on Targets at the end of school year

Arcola School District Vision

The Arcola School District vision is to be an innovative leader is providing an educational experience that creates and individualized plan for each and every student.

The district defines being an innovative leader as providing the highest quality programs and services through three pillars of excellence:

- (1) Learning
- (2) Culture
- (3) Opportunities

Strategic Advantages

Strategic Advantages

1. High graduation rates for students from all ethnic backgrounds
2. Small school environment allows for more individual student attention through small class size, supports, etc.
3. Financial stability
4. The ability to be versatile and make changes quickly because few level of bureaucracy
5. Incredible community support in terms of financial support and respect for the school tradition
6. The amount of instructional resources, including technology, available to the students and staff.
7. Commitment to adding additional staff to support college and career readiness, social emotional and academic needs of students.

Strategic Challenges

Strategic Challenges

1. The steady recent increase in English Learners and the impact that English Second Language has on overall academic achievement.
2. The impact of the pandemic has lead to an overall decrease in academic achievement.
3. There has been an increase in the need for more social, emotional support for students at all levels.
4. Development and consistent implementation of curriculum.
5. Staff alignment on issues related to high expectations, grading, rigor, instruction, etc.
6. Gradual decline in district enrollment.
7. The struggle that many of our students have with having the ability to provide for post high school education and our ability to support all student in college and career readiness.

Strategic Goal #1

Arcola students in Grades 8-12 will have an individualized learning plan that includes resources for making decisions on careers and postsecondary education/training; a course plan; information on financial aid; and a written post-secondary plan.





Targets for Goal #1

| Measures | 22-23 District Actual | 23-24 Target |
|---|-----------------------|----------------|
| School-Wide Orientation Score on 5 Essential Survey | 60 | 70 |
| College and Career Readiness Seniors | NA | 20% |
| Post Graduate Plan for Seniors | NA | In Development |

24 Strategies

- A. Revise the Arcola College and Career Readiness Framework to ensure compliance with and alignment to the state requirements for College and Career Readiness Indicators.
- B. Create a comprehensive system of data and grade level benchmarks that measure on-track performance at every grade level (8-12) for College and Career Readiness.
- C. Revise framework activities to include more staff involvement in the college and career planning and include outgoing culminating presentation for all seniors.
- D. Work with EFE staff to align course offerings/programs, which will lead to the opportunity for students to gain a College and Career Pathway Endorsement.
- E. Implement, monitor and evaluate the effectiveness of Rider Groups and the impact on differentiation.

Strategic Goal #2

2. There will be an increase in the number of students in Grades 3-11 that meet state expectations in reading and math.





Targets for Goal #2

| Measures | 22-23 District Target | 22-23 District Perform | 23-24 District Targets |
|--------------------------------------|-----------------------|------------------------|------------------------|
| Reading Proficiency (IAR, PSAT, SAT) | 30.29% | 26.42% | 31.42% |
| Reading IAR Growth (3-6, 7-8) | 50%, 50% | TBD | 50%+, 50%+ |
| Math Proficiency (IAR, PSAT, SAT) | 22.09% | 16.87% | 22.87% |
| Math IAR Growth (3-6, 7-8) | 50%, 50% | TBD | 50%+, 50%+ |

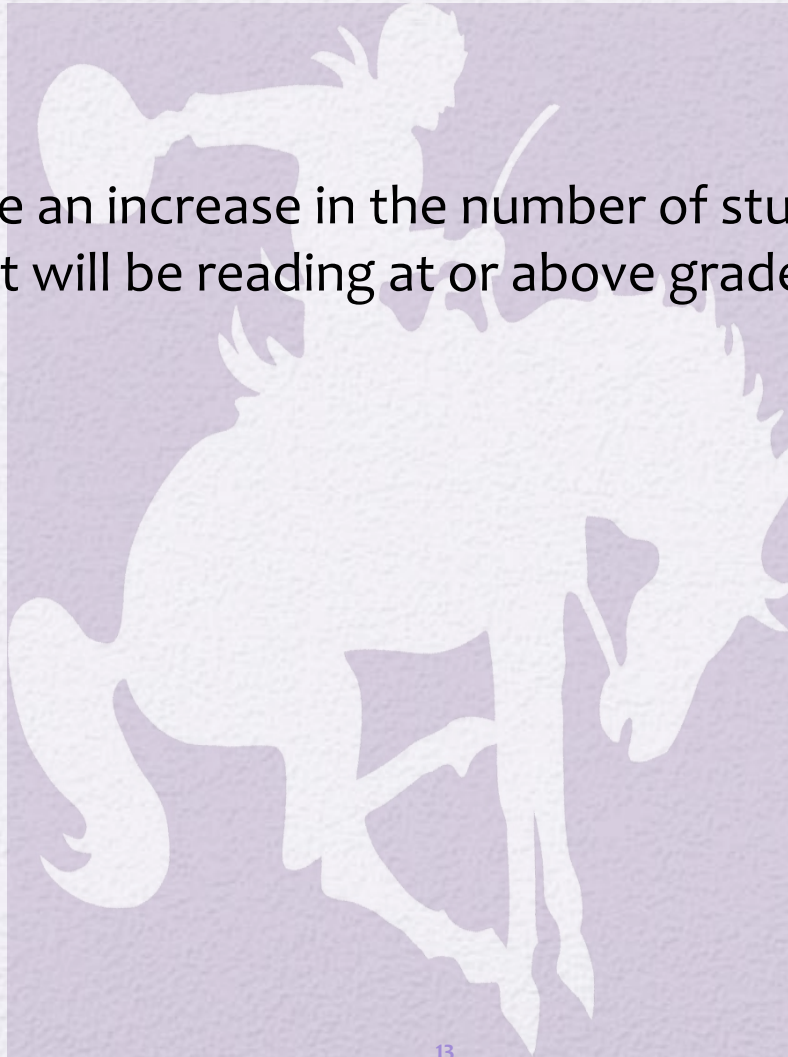


Targets for Goal #2

| Measures | 22-23 District Target | 22-23 District Performance | 23-24 District Performance |
|--|-----------------------------|--|-----------------------------|
| Building Level Overall Growth Summary in Reading for each Building will be Expected Growth (Green) or Higher than Expected Growth (Blue) | ES – Green JH/HS - Green | ES – Yellow (-.54) JH/HS – Green (+.21) | ES – Green JH/HS – Green |
| Building Level Overall Growth Summary in Math for each Building will be Expected Growth (Green) or Higher than Expected Growth (Blue) | ES – Green JH/HS - Green | ES – Green (-.22) JH/HS – Green (-.11) | ES – Green JH/HS - Green |

Strategic Goal #3

3. There will be an increase in the number of students at the end of grade 3 that will be reading at or above grade level.





Targets for Goal #3

| Measures | 22-23 Performance for Grade 3 | 23-24 District Targets for Grade 3 |
|-------------------|--|--|
| MAP Proficiency | 18.1% (K-Grade 3) | 23.1%+ |
| MAP Growth Target | 47.7% (K-Grade3) | 50% + |
| MAP RIT Growth | 2 out of 4 Grades Levels (K-3) had higher than expected growth from Fall to Spring | 4 out of 4 Grades Levels (K-3) had higher than expected growth from Fall to Spring |
| IAR | 11% Meet/Exceed | 15% Meet/Exceed |

24 Strategies for Goal #2 and #3

- A. Implement the new process for reading and math interventions at the Elementary (Rider Groups) along with the new system for regular and on-going data analysis by all staff.
- B. Implement student driven goal setting and progress monitoring.
- C. Monitor and evaluate the new elementary schedule to ensure it supports fidelity of implementation on literacy and bilingual programming.
- D. Continue to monitor and improve upon newly implemented ESL/Bilingual programming.
- E. Develop a plan to provide support for classroom teachers for supporting EL learners in the general education classroom.
- F. Expand data analysis at Grade 7-12 with a focus on IAR, MAP, PSAT/SAT through school improvement days and at department meetings.
- G. Continue to implement standards based instruction in math and recommend instructional resources to be used in 2024-2025 and beyond.

Strategic Goal #4

The certified staff (not admin) retention rate for the Arcola School District will be above 85% annually.





Targets for Goal #4

| | 22-23 Rate | 23-24 Target | 23-24 Rate | 24-25 Target |
|--------------------------------|------------|--------------|------------|--------------|
| Certified Staff Retention Rate | 84.8% | 85.0% | 88% | 85% |

24 Targets and Strategies

- A. Implement the changes to the district mentoring program, including the IEA component, to ensure effective teacher support.

- B. Implement revised systematic structure for school improvement (including time, process and staff involvement), evaluate and make recommendations for improvement for 24-25.

- C. Implement a clear vision throughout all key work systems and increase the focus on staff requirements. Targeted approach for collecting and measuring reality with expectations

Strategic Goal #5

Arcola teachers will display high quality instruction identified in the Pillar of Excellence including standards driven, data driven, engaging, critical thinking, digital literacy, collaboration, relevancy, and rigor.





Targets for Goal #5

| Measures | 23-24 Targets | |
|--|---------------|--|
| JH-HS Classroom Instruction Essentials | | |
| ES Critical Components for Reading | | |

24 Strategies

- A. Establish building-wide critical instructional components at the JH-HS school and create a system to measure implementation.
- B. Implement Department/Curriculum Meetings at 7-12 and finalize the curriculum alignment model.
- C. Develop plan for creating building-wide (7-12) writing rubrics to be used in all courses.
- D. Focus on K-3 Literacy Implementing with Fidelity – focused on Phonics, Phonemic Awareness, Guided Reading, etc.
- E. Focus on Grades 3-6 on implementing guided reading and develop plan for word work and writing.
- F. Continue to expand opportunities to discuss transition from Grade 6 to 7.
- G. Implement use of sonic board in classrooms, evaluate and recommend expansion.



Targets for Goal #6

| Measures 5Essentials | Elementary 22-23 | JH-HS 22-23 | Target 2023-2024 |
|---------------------------|---------------------|----------------|-------------------------------|
| Supportive Environment | Neutral | Neutral | Strong in 3 out of 5 areas |
| Effective Leaders | Weak | Neutral | |
| Collaborative Teachers | Weak | Neutral | |
| Involved Families | Neutral | Neutral | |
| Ambitious Instruction | Weak | Neutral | |

24 Strategies

- A. Continue staff to work to cultivate strong community partnerships to support the growth and strength of the community.
- B. Implement strategies through BPAC to further connect to the Hispanic portion of the school community.
- C. Implement specific strategies to ensure all stakeholders are included and working together towards the whole child
- D. Implement a more systematic social media/communication plan to outreach to all stakeholder groups.
- E. Expand the early childhood partnership with the community.

Strategic Goal #7

Arcola high school will maintain a high graduation rate





Targets for Goal #7

| Measures | 22-23 Actual | 23-24 Target |
|---------------------|--|--|
| Graduation Rate | 95.3% | 95% |
| Chronic Absenteeism | K-6 – 11.41% 7-8 – 16.96% 9-12 – 25% K-12 – 15.9% | K-6 - 10% 7-8 – 15% 9-12 – 20% K-12 – 13.5% |
| Freshman on Track | 97.78% | 95% |

24 Strategies

- A. Revise high school social emotional RTI process to include expanded teacher involvement in the referral process.
- B. Revise high school social emotional RTI process to make it a more data driven model.
- C. Implement the revised elementary school social emotional model.
- D. Work with Douglas County Partnership on JHoHS Mental Health student coaching and plan for implementing in our school.
- E. Explore a potential partnership with the City of Arcola on the launch of a school resource officer program to assist with school safety and student social emotional support.

Strategic Goal #8

The district will maintain financial stability in order to provide a variety of high quality opportunities for students.





Targets for Goal #8

| Measures | 21-22 Actual | 22-23 Target | 22-23 Actual | 23-24 Target |
|-------------------|--------------|--------------|--------------|--------------|
| Days Cash on Hand | 409.69 | 365 | | |

23-24 Targets and Strategies

- A. Superintendent will make on-going recommendations to the Board on expenditures that align to accomplishing district strategic objectives.

- B. Superintendent will make recommendations personnel, programs and instructional materials for the 2024-2025 school year that best allows the district to accomplish the district strategic objectives.