



## **Informational Memo – Draft Shared Vision & Revised Strategic Plan (2015-2020)**

TO: School Board

FROM: Trisha Kocanda, *Superintendent*

June 9, 2015

### **Background**

In December 2012, the School Board adopted a five-year Strategic Plan for The Winnetka Public Schools. This Plan incorporated a brief history of the District, its commitment to progressive education, and the creation of a community of learners. It also included a reaffirmation of the core values, educational philosophy, classroom practices, and commitment to the neighborhood school concept that would ultimately guide the planning process and goal development.

Beginning in August 2011, an 18-month timeline was implemented for developing the strategic plan. Following this development point, the prioritized goals that were established in 2012 included six phases for achieving those goals over a five-year period; the work was deliberately front-loaded to allow time for reflection and refinement in the later years.

Phase I – Process Development (August 2011 – January 2012)

Phase II – Data Collection (February – June 2012)

Phase III – Data Synthesis (May – August 2012)

Phase IV – Plan Creation (August – November 2012)

Phase V – Plan Adoption (December 2012)

Phase VI – Implementation, Reporting, Reflection (2013-2017)

Input from stakeholders was used to establish priorities, to articulate values, and to develop a mission and a vision statement to guide this work. The District's Mission and Values remain intact as we move through the current revision process, and are as follows:

*District Mission: The Winnetka Public Schools is a community that honors the whole child, fosters creativity, inspires lifelong learning, and develops civic responsibility.*

*District Values:*

- *Reflection*
- *Life-long Inquiry*
- *Whole Child*
- *Civic Responsibility*
- *Student Voice*
- *Creativity and Innovation*
- *Collaboration*
- *Meaningful, purposeful, and experiential learning*

Currently, the strategic plan is in year three of the five year plan. During the implementation, reporting, and reflection phase, District administrators have provided strategic goal updates to the School Board and District 36 community through presentations at School Board meetings and updates maintained on the District website. This work now serves as a valuable resource and repository of key documents and data in the areas of Communications; Curriculum, Instruction & Assessment; Metrics & Reporting; Operations; and Technology. [Click here](#) to access The Strategic Plan 2012-2017 documents and goal updates.

## **Reflection and Refinement of The Strategic Plan**

### *Superintendent's Entry Plan*

In June 2014, the Administration provided the Board with a comprehensive update to The Strategic Plan. This report highlighted key achievements, goal refinement, and represented the first step in reassessing District priorities. As a new leadership team assumed responsibilities for carrying out the goal work in the 2013-2014 and 2014-2015 school years, this report served as a guiding document to support the transition.

As the new Superintendent, I prioritized the need to re-engage and work

collaboratively with all stakeholders to gather feedback to inform future goal setting and action. This priority was articulated in my Superintendent's Entry Plan with the following objectives:

- Gain valuable feedback from stakeholders to serve as a highly informed leader.
- Identify the appropriate goals and work priorities.
- Demonstrate commitment to leading the community by engaging with individuals and groups, listening to feedback, and leading with integrity.
- Assist with the development of a shared vision.

Throughout the 2014-2015 school year, I provided monthly updates to the School Board reporting on the Entry Plan process and findings. In January 2015, a mid-year report was presented focusing on the themes that emerged from the over 65 meetings and 200+ hours spent with students, parents, staff, administration, community members, and School Board members. The results were segregated into three categories: Cross-Constituent Views, Ambitious Opportunities, and Developing a Shared Vision. [Click here](#) to view the Mid-Year Entry Plan Report presented at the January 2015 School Board Meeting.

### *Ambitious Opportunities*

The Cross-Constituent Views captured the current priorities of staff, students, parents, and community members. Seven "Ambitious Opportunities" emerged to embed in the revised strategic plan. The Ambitious Opportunities carry us beyond current reality to identify program enhancements that would move the District forward, support teaching & learning, and encourage creativity and innovation. These ambitious opportunities, and their identifying icons, include:



#### 1. Student - Growth Model

Build a student growth measurement model that aligns with our values and learning expectations to ensure the shared vision is being met. Verify with evidence that *every* student is developing academically, socially, and emotionally.



## 2. Program - Special Education

Analyze our current programming and service delivery model to ensure we are doing our best to meet the needs of students and comply with their service entitlements, while building student independence.



## 3. Staff - Professional Learning System

Design an innovative staff development system that aligns with District initiatives, provides differentiated support, and embeds application to improve student learning. This includes a review of the induction and mentoring program for new staff.



## 4. Kindergarten

Research the options for an extended day or full-day kindergarten program for the community. Research would need to include program design options, curriculum, student benefits, logistics, and costs.



## 5. STEAM (Science, Technology, Engineering, Art, and Math)

Analyze and incorporate increased integrated opportunities for application of the technology and curriculum strategic goals to determine the best avenues for embedding STEAM learning in our schools.



## 6. 21st Century Experiential Learning

Design more experiential learning opportunities for students focused on developing a 21st century global citizen, with an emphasis at grades 5-8. The targeted outcomes are increased innovation, creativity, critical thinking, and collaboration with the outside world.



## 7. Environmental Design

Ensure that our facilities support current and future needs for educating students, including climate control, green (energy efficient) design, and flexible learning spaces.

## *Vision Statement*

The work of developing a shared vision was incorporated in each of the 65 meetings held, as it is the shared vision coupled with a commitment to the District's mission and core values that determine District priorities. The Vision statement developed in conjunction with the 2012-2017 Strategic Plan states,

“The Winnetka Public Schools will develop learners who are compassionate citizens, who contribute to their community, and are well prepared for a dynamic future.”

As a District, we continue to stand behind these ideals. However, best practice in the area of strategic planning includes revisiting the vision of an organization to ensure that it remains relevant and meaningful. As I probed stakeholders to determine if our existing vision statement was relevant and meaningful, I received consistent feedback that the objectives of a shared vision were not being met.

A shared vision accomplishes the following:

- attracts commitment and energizes people;
- creates meaning in professionals' lives;
- establishes a standard of excellence;
- serves as a roadmap and bridges the present to the future; and
- transcends the status quo.

To support the visioning work, time was dedicated this year to allow key members of our District community to describe the future of the District, to help stretch our thinking, to account for the greatest needs of our various constituents, and to clarify our next level of work. Feedback received was examined for persistent themes and exciting dreams. The outcome of this examination revealed the repetition of a few key terms and phrases in need of common definition. These include: *every student; community; growth and achievement; K-8 experience; and needs*. As part of the entry plan meetings, a process was conducted to help define these terms by asking key questions ([click here](#) for shared vision questions). With persistent themes, exciting dreams, and definitions in hand, a team of voluntary wordsmiths gathered to carefully craft a draft vision statement. The small wordsmithing group included staff, administrators, community members, and parents. The end result was a 28-word vision statement that included definitions for key words to ensure common understanding and support.

*Draft Vision Statement (June 2015)*

**The Winnetka Public Schools community empowers every student to flourish in an innovative, experiential environment. We challenge and support all learners to actively engage in their continual growth and achievement.**

**Community:** A collaborative partnership amongst students, educators, staff, parents, and citizens of Winnetka.

**Empowers:** Give students the tools and guidance to accomplish something.

**Every student:** Complex and dynamic individuals worthy of the highest quality education.

**Flourish:** To grow or develop in a healthy and vigorous way, especially as the result of a particularly favorable environment.

**Innovative:** Inspiring the creation of new ideas to contribute significant value.

**Experiential:** Learning by doing.

**All learners:** Students, teachers, staff, and parents of District 36.

**Growth:** A learner's evolution in maturity and competence (social, emotional, and academic).

**Achievement:** A learner's accomplishment in reaching a goal (social, emotional, or academic) based on a developmental and/or curricular expectation.

*Confirming the Shared Vision*

A shared vision needs to be understood by all in the organization, and it must be supported. Therefore, the Superintendent will present the draft shared vision to the School Board, staff, and parents to ensure that there is understanding and

key support. Modifications to the statement are expected, however due to the comprehensive input gathered this year, modifications are expected to be minor. The confirmation process begins at the June 9th Board meeting and will continue into early fall. A final draft is expected by late fall 2015.

### Process for Strategic Goal Refinement

The Central Office Leadership Team, including the Superintendent, Directors of Curriculum,, Finance, Human Resources, Student Services, as well as the Superintendent/Board Executive Assistant and Communications Coordinator met upon completion of the Entry Plan meetings to develop a structure for absorbing findings into current priorities. We were tasked by the voices of stakeholders to streamline priorities thus allowing for greater depth of work to be accomplished.

In the 2012-2017 Strategic Plan, there were 49 plan goals written and organized within the pillars of Communication; Curriculum, Instruction, and Assessment; Metrics and Reporting; Operations; and, Technology. Sub-goals, details, metrics/evidence, deadlines, and departments responsible for goal completion were documented for accountability.

As a first step in goal refinement, the Central Office Team met to discuss the status of each goal in the 2012 - 2017 Strategic Plan. The following chart summarizes analysis as of May 2015:

Chart 1:

Pillar	Major Goal Areas	Sub Goals	Major Goals Completed	Sub Goal Completed
<b>Communication</b>	10	20	6	12
<b>CIA</b>	19	88	4*	31
<b>Metrics &amp; Reporting</b>	4	8	3	7
<b>Operations</b>	12	45	5	21
<b>Technology</b>	4	17	1	8
<b>TOTAL</b>	<b>49</b>	<b>178</b>	<b>19 (39%)</b>	<b>79 (44%)</b>

*\* due to nature of curriculum review cycle, most goals require continued monitoring through 2017*

### **Summary of Refined Strategic Goals**

The next step included analyzing once again all strategic goals for relevancy and alignment with the entry plan findings and incorporating new priorities (derived from Entry Plan meetings) to support the seven ambitious opportunities. Central office administrators determined if each major goal had been completed, should be continued with refinement, or represented “everyday business.” Everyday business goals would carry on, as they are now embedded in regular processes and procedures. Through this process we discovered that some “completed goals” also needed to be relaunched (continued with refinements).

The tables below provide a quick at-a-glance summary of revisions, by pillar, of the 2012-2017 Strategic Plan major goals. The final goal document with action plans, timelines, and metrics will be completed in Summer 2015.

<b><u>Communications - Summary of Revisions</u></b>	
Completed	<ul style="list-style-type: none"> <li>● Complete and communicate the Strategic Plan to all stakeholder groups.               <ul style="list-style-type: none"> <li>○ Other completed goals (identified in Chart 1) were relaunched.</li> </ul> </li> </ul>
Every Day Business	<ul style="list-style-type: none"> <li>● Continue to communicate fiscal, curriculum, and achievement updates to the full Winnetka community.</li> <li>● Support the introduction of the STAR Enterprise assessment.</li> <li>● Educate parents and the community about the Common Core State Standards (CCSS)</li> <li>● Identify opportunities to communicate consistency and K-9 Alignment across the District.</li> </ul>
Continue (with or without refinement)	<ul style="list-style-type: none"> <li>● Advance the communication program that was introduced in the 2011-2012 school year.</li> </ul>
Continue (embed within new pillar or	<ul style="list-style-type: none"> <li>● Increase parent satisfaction with District communications</li> <li>● Increase community satisfaction with District communication.</li> </ul>

collapse within existing)	<ul style="list-style-type: none"> <li>● Support administration in their efforts to communicate about individual student progress and conferencing goals.</li> <li>● Create a platform for teachers to use for informing parents about differentiation in classrooms.</li> </ul>
New Major Goal/Sub Goal	<ul style="list-style-type: none"> <li>● Share the District's vision with community members and partners to foster positive relationships with the community at large.</li> <li>● Expand Communication Plan to include Social Media.</li> <li>● Update District Website to enhance accessibility, accuracy, and usability.</li> </ul>

<b><u>Curriculum, Instruction &amp; Assessment - Summary of Revisions</u></b>	
Completed	<ul style="list-style-type: none"> <li>○ All completed goals were relaunched.</li> </ul>
Every Day Business	<ul style="list-style-type: none"> <li>● Implement instructional time recommendations to improve consistency and align with best practices while supporting District Mission and values,</li> </ul>
Continue (with or without refinement)	<ul style="list-style-type: none"> <li>● Implement revised Math Curriculum and evaluate.</li> <li>● Implement revised L.A. Curriculum and evaluate.</li> <li>● Implement revised Fine Arts Curriculum and evaluate.</li> <li>● Implement revised World Language Curriculum and evaluate.</li> <li>● Implement revised Science Curriculum and evaluate.</li> <li>● Implement revised Kinetic Wellness (KW)/Health Curriculum and evaluate.</li> <li>● Implement established Social Emotional Learning (SEL) Curriculum and evaluate.</li> <li>● Implement revised Social Studies Curriculum and evaluate.</li> <li>● Implement established phases of District 36 Differentiation Action Plan and evaluate.</li> <li>● Improve K-8 alignment and transitions.</li> <li>● Develop staff data literacy for decision-making and communicating student progress and growth.</li> <li>● Improve student transition experiences.</li> <li>● Define and clarify the roles between Special Education and Response to Intervention (RtI).</li> <li>● Improve RtI practices and processes.</li> </ul>

	<ul style="list-style-type: none"> <li>● Improve Special Education practices and processes.</li> </ul>
Continue (embed within new pillar or collapse within existing)	<ul style="list-style-type: none"> <li>● Implement Partnership for Readiness for College and careers (PARCC) assessment.</li> <li>● Implement STAR Enterprise assessments of Reading and Math and evaluate.</li> <li>● Ensure all staff have training in student records, compliance, confidentiality, and special education processes/procedures.</li> <li>● Create a platform for teachers to use for informing parents about differentiation in classrooms.</li> </ul>
New Major Goal/Sub Goal	<ul style="list-style-type: none"> <li>● Implement District Professional Learning System (Winnetka University)</li> <li>● Determine feasibility of extended day Kindergarten Program.</li> <li>● Revise progress reports to communicate growth and achievement.</li> <li>● Refine curriculum to embed STEAM and design thinking.</li> <li>● Measure the effectiveness of the Math curriculum implementation</li> <li>● Embed experiential learning into curriculum KUDs.</li> <li>● Improve practices &amp; processes to address the needs of all learners in Reading (Sub Goal ELA).</li> <li>● <b>Develop a framework for high readiness learners (Sub Goal Differentiation).</b></li> </ul>
Special Note	Special Education is an ambitious opportunity that is represented in the “continuation with refinement” goals above. The emphasis is to refine, communicate, and develop needed structures, processes, and guidelines to improve practices, consistencies, alignment, delivery, and improved student outcomes.

<b><u>Metrics &amp; Reporting - Summary of Revisions</u></b>	
Completed	<ul style="list-style-type: none"> <li>● Improve Parent -Teacher Conference structure at Carleton Washburne School to meet the needs of parents and students. <ul style="list-style-type: none"> <li>○ Other completed goals were relaunched.</li> </ul> </li> </ul>
Every Day	None

Business	
Continue (with or without refinement)	<ul style="list-style-type: none"> <li>● Create a dashboard that depicts financial stakeholder satisfaction and personnel/enrollment data.</li> <li>● Sustain/increase parent, community, and staff satisfaction.</li> <li>● Align staffing, programs, and facilitate with student enrollment.</li> </ul>
Continue (embed within new pillar or collapse within existing)	None
New Major Goal/Sub Goal	None

<b><u>Operations - Summary of Revisions</u></b>	
Completed	<ul style="list-style-type: none"> <li>● Meet the ROE Compliance Audit requirements.</li> <li>● Transition to paperless personnel files (Abandoned 6/14). <ul style="list-style-type: none"> <li>○ Other completed goals were relaunched.</li> </ul> </li> </ul>
Every Day Business	<ul style="list-style-type: none"> <li>● Reorganize District Office.</li> <li>● Streamline District Office technologies and functions.</li> <li>● Align fiscal year budget with annual Strategic Plan goals.</li> <li>● Improve Human Resources processes and procedures.</li> </ul>
Continue (with or without refinement)	<ul style="list-style-type: none"> <li>● Develop Philosophy of School Finance</li> <li>● Update evaluations for all employee groups to be in full compliance with legal changes and Board policy.</li> <li>● Negotiated Collective Bargaining Agreements</li> <li>● Develop procedures to recruit, train, develop, and retain personnel.</li> <li>● Develop long-term financial plan.</li> </ul>
Continue (embed within new pillar or collapse within existing)	<ul style="list-style-type: none"> <li>● Develop long-term facility and deferred maintenance plan</li> </ul>

New Major Goal/Sub Goal	<ul style="list-style-type: none"> <li>● Develop plans to ensure facilities support current and future needs for educating students including climate control, green priorities (energy efficient, design, and flexible learning spaces).</li> <li>● Develop a vision for mentoring and induction program based on teacher needs, research, and model programs</li> <li>● Develop Coaching Handbook including purpose and rationale, roles and responsibilities, definition /structure of coaching cycles, development of expectations, use of student data, and training programs.</li> <li>● Develop and implement associate training program.</li> </ul>
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<u>Technology - Summary of Revisions</u>	
Completed	<ul style="list-style-type: none"> <li>○ All completed goals were relaunched.</li> </ul>
Every Day Business	<ul style="list-style-type: none"> <li>● Update infrastructure to support teaching &amp; learning.</li> </ul>
Continue (with or without refinement)	<ul style="list-style-type: none"> <li>● Support learning using One-to-One technology implementation.</li> <li>● Support teachers with technology facilitation/support at all buildings.</li> </ul>
Continue (embed within new pillar or collapse within existing)	<ul style="list-style-type: none"> <li>● Provide differentiated and supported staff professional development.</li> </ul>
New Major Goal/Sub Goal	<ul style="list-style-type: none"> <li>● Identify, research, and pilot STEAM opportunities for all students.</li> <li>● Pilot and monitor current STEAM programs <ul style="list-style-type: none"> <li>■ Maker Space - Skokie School</li> <li>■ Coding Club - Grades 4</li> <li>■ IDEA Lab - Hubbard Woods School</li> </ul> </li> <li>● Identify opportunities to integrate STEAM into Exploratory and Related Studies at SK/CW.</li> <li>● Implement support for using technology effectively to assess student learning, differentiate instruction, and provide</li> </ul>

	experiential learning opportunities (Sub Goal).
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### Next Steps

The following table depicts the remaining tasks to be completed and timeframe for formally adopting a Strategic Plan to guide the work of the District from 2015-2020.

<b>June 2015</b>	<ul style="list-style-type: none"> <li>- Gather School Board feedback on draft shared vision and strategic priorities at June Board meetings.</li> <li>- Create two strategic planning artifacts: <ul style="list-style-type: none"> <li>- Final, detailed goal document representing work from 2012-2015</li> <li>- Revised goal document for strategic plan 2015 - 2020</li> </ul> </li> </ul>
<b>July 2015</b>	<ul style="list-style-type: none"> <li>- Conduct Central Office retreat to: <ul style="list-style-type: none"> <li>- Determine timelines, details, metrics for all strategic goals</li> <li>- Distribute leadership strategically</li> <li>- Confirm that each initiative needs a clear vision, action plan, intended outcomes, and measures</li> </ul> </li> </ul>
<b>August 2015</b>	<ul style="list-style-type: none"> <li>- Share revised Strategic Plan and Vision with administrative team for feedback and review.</li> <li>- Share revised Strategic Plan and Vision with staff for feedback and review.</li> </ul>
<b>September/ October 2015</b>	<ul style="list-style-type: none"> <li>- Share revised Strategic Plan and Vision with parents and community for feedback and review.</li> <li>- Revisit Strategic Plan and Vision with School Board at retreat.</li> </ul>
<b>December 2015</b>	<ul style="list-style-type: none"> <li>- Final approval of revised Strategic Plan (2015-2020) and Shared Vision.</li> </ul>