



# *District Strategic Plan 2019-* **2020**

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Goals, Targets, Strategies

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

Arcola School District defines being an "Innovative Leader" to include the following "Pillars of Excellence"

**LEARNING**

- Standards Driven
- Data Driven
- Engagement
- Critical Thinking
- Digital Literacy
- Neuroscience
- Collaboration
- Relevant
- Rigorous
- Educator Quality
- Continuous

**CULTURE**

- Positive
- Safe
- Loyalty
- Respect
- Accountability
- Tradition
- Relationships
- Partnerships
- Communication
- Diversity
- Leadership

**OPPORTUNITIES**

- Realizing Potential
- Career Readiness
- College Readiness
- Goal-Oriented
- Extra-Curricular
- Well-Rounded
- Fiscal Stability
- Facilities
- Support Services
- Citizenship
- Decision Making



# Strategic Advantages

## Strategic Advantages

- ~~High attendance rate for students at all levels?~~
- High graduation rates for students from all ethnic backgrounds
- Small school environment allows for more individual student attention through small class size, supports, etc.
- Financial stability
- Overall, very positive student behavior
- The ability to be versatile and make changes quickly because few levels of bureaucracy
- Incredible community support in terms of financial support and respect for school tradition
- The amount of instructional resources, including technology, available to the students and staff.
- **Commitment to adding additional staff to support college and career readiness, social emotional and academic needs of students.**

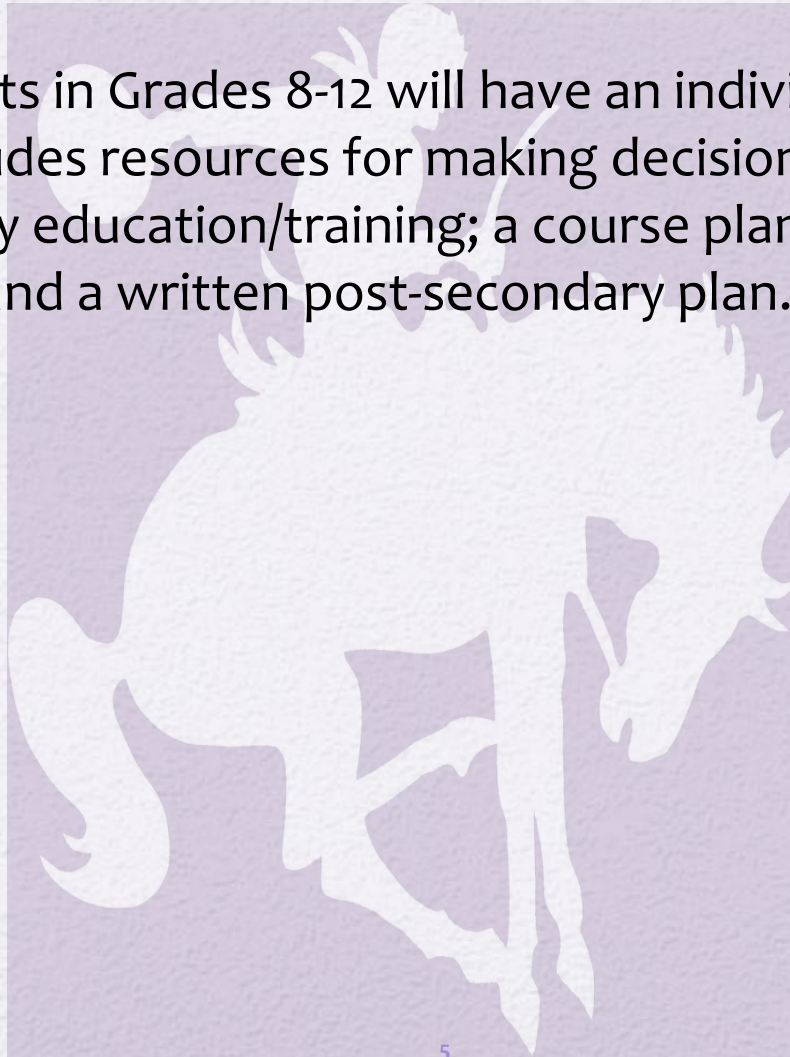
# Strategic Challenges

## Strategic Challenges

- The impact that English Second Language has on overall academic achievement
- The impact that poverty has on overall academic and social emotional achievement
- The challenge posed with creating a totally student-centered schedule due to shared staff, shared facilities, etc.
- ~~The challenge to provide consistent programming and instruction due to the high rate of turnover in professional staff?~~
- Development and consistent implementation of curriculum
- Staff alignment on issues related to high expectations, grading, rigor, instruction, etc.
- ~~Inconsistent staff culture that impacts the ability for shared responsibility for continuous improvement.~~
- ~~Consistent approach to vocabulary development.~~
- Gradual decline in district enrollment
- **Increase in the number of students needing social/emotional support at all levels.**
- 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	17-18 District Result	18-19 District Target	18-19 District Actual	19-20 District Target	21-22 Target
Plan Completion Percent	NA	20%	73%	85%	100%
School-Wide Orientation Score on 5Essential Survey	68	NA	75	75	70

\*5Essential survey taken again in 19-20 and Plan Framework developed in 18-19

# 19-20 Strategies for Goal #1

1. Continue implementing the current activities (73%) in the College and Career Readiness Framework.
2. Implement additional activities (that allows us to move from 73% to 85% completion).
3. Begin collecting specific feedback from students on the effectiveness of the activities.
4. Conduct an online survey of recent graduates that are attending college on their perception of post HS preparation.
5. Expand the use of the College Board resources (PSAT and SAT) by teachers in various departments.
6. Implement and assess effectiveness of PSAT Reading Readiness Semester Course to be taught in 19-20.

# 19-20 Strategies for Goal #1 Continued

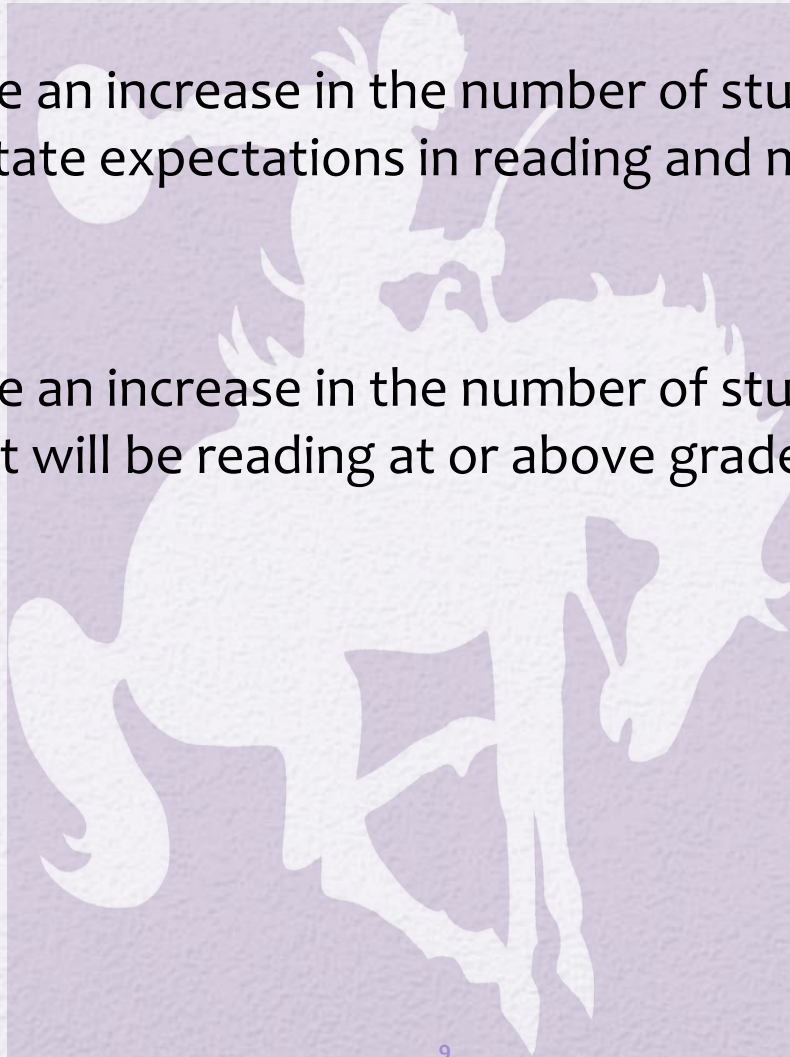
7. Plan for senior level Transitional Math Class for College Readiness to be taught in 20-21.
8. Implement and monitor curriculum changes for 19-20 in the areas of Agriculture and Project Lead the Way. Prepare for PED course in PLTW for 20-21.
9. Implement, monitor and recommend changes for the 10-12 English Courses to better align to College and Career Pathways.
10. Research and make recommendation for changes to the district business program.
11. Continue to look for ways to expand high-quality Dual Credit opportunities for students.



# Strategic Goal #2 & #3

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

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 #2

Measures	17-18 District Result	18-19 District Target	18-19 District Perform	19-20 District Target	21-22 Target
Reading (Applicable IAR, PSAT, SAT)	34.22%	37.58%	38.89% (34.90%)	41.39%	47.65%
Math (Applicable IAR, PSAT, SAT)	23.60%	27.14%	26.22% (24.72%)	30.14%	37.75%



# Targets for Goal #3

Measures	17-18 District Result	18-19 District Target	18-19 Perform	19-20 District Target	21-22 Target
Reading IAR	33.33%	38.33%	12.50%	40%	70%
MAP Growth Target	66.7%	50%	40%	50 <sup>th</sup>	50%

Looking for additional measures here to evaluate K-3 progress

# 19-20 Strategies for Goals 2-3

1. Provide on-going continued training and monitoring of the K-3 Fountas and Pinnell Reading Curriculum.
2. Ensure consistent K-6 use of Leveled Literacy Interventions in Grades K-6 through training, modeling and observations.
3. Provide on-going training, implement and monitor Grades 4-6 Fountas and Pinnell Reading Curriculum.
4. More in depth analysis of F&P Assessments (K-3), MAP Data (K-3), IAR (7 & 8) and PSAT/SAT (9-11) Data by teachers. Implement more systematic analysis of data during collaboration and quarterly meetings.
5. Implement, monitor and revise new K-6 Bilingual Program revision, which includes extended time and collaborative planning time with classroom teachers.

# 19-20 Strategies Continued...

5. Implement, monitor and revise Grades 3-6 approach to push-in ESL services.
6. Develop a plan for ESL implementation at 7-12.
7. Monitor reading recovery intervention and student results closely.
8. Review and evaluate student-centered schedule for K-6 and make recommendations for 20-21.

# Strategic Goal #4

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





# Targets for Goal #4

Measures	17-18 District Result	18-19 District Target	18-19 Current Rate	19-20 District Target	21-22 Target
Certified Staff Retention Rate	92.2%	85%	<b>90.0%</b>	85%	85%

# 19-20 Strategies for Goal #4

1. Conduct contract analysis in preparation for negotiations.
2. Bargain a fair contract renewal with a focus on staff support and retention.
3. Continue on-going association/administration monthly meetings.
4. Measure effectiveness of use of instructional coaches and dean. Ensure effectiveness of Student Support Position.
5. Encourage more use of Master's Degree opportunity for 9-12 (HS Only) (have 2, would like 4).
6. Implement second half of National Board Cohort .
7. Implement effective mentoring program for new staff.
8. Research and make recommendation on weekly staff professional learning communities.



# 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

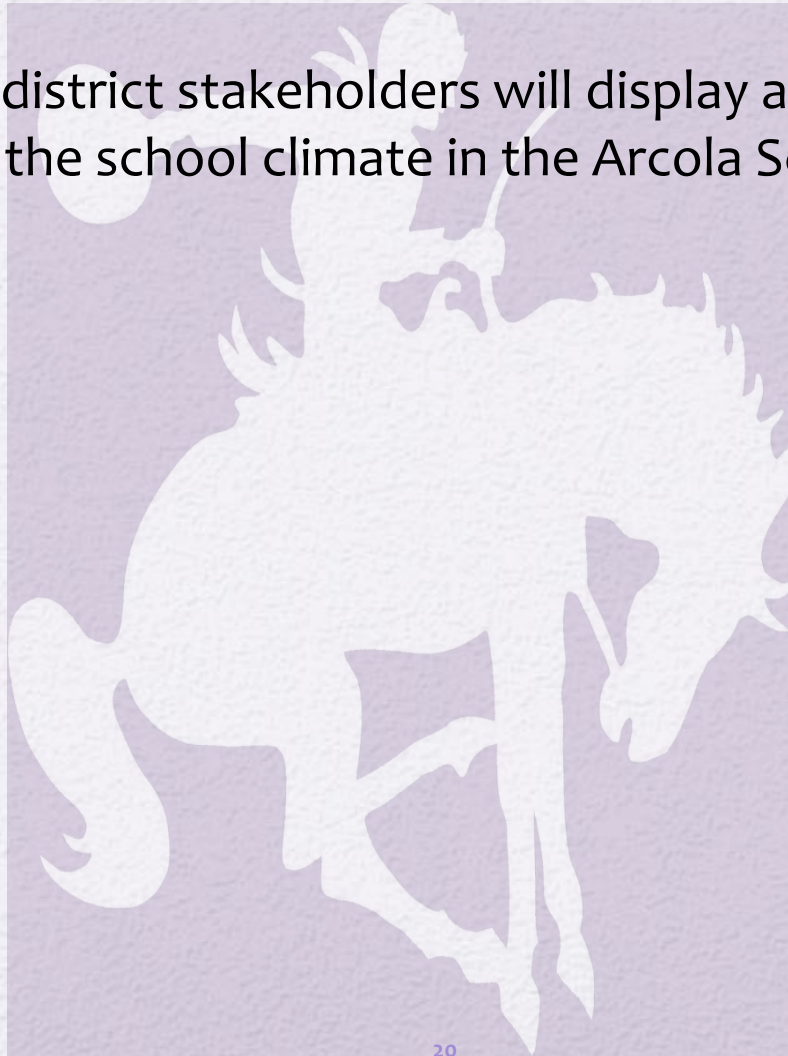
Measures	17-18 District Result	18-19 District Target	18-19 District Result	19-20 District Target	21-22 Target
5Essential (Engagement, Press, Rigor and Personalism)	66.25%	NA	67.25%	70%	80
Evaluation Data 1c, 1e, 1f, 3a, 3b, 3c, 3d	3.33	3.40	2.96	3.40	3.60

# 19-20 Strategies for Goal #5

1. Implement personal learning goal professional development plan at the JH-HS that aligned to District Vision.
2. Finalize JH-HS building vision for teaching behaviors (what does it mean to be a Arcola JH-HS teacher) aligned to district vision for learning.
3. Implement 7-12 professional development plan for focusing on Danielson Framework, student engagement and relevancy. This includes every other week SIP days and faculty meetings.
4. Determine other student work products to use to measure implementation of quality instruction to be used for 20-21.
5. Monitor use of technology during Grades K-6 RTI time.
6. Implement new technology skills course at Grade 7.
7. Analyze 5Essential student data results Grades 7-12 related to instructional targets and build results into PD.

# Strategic Goal #6

Arcola school district stakeholders will display a positive perception of the school climate in the Arcola School District.



# 5 Essential Make Up

Essential	Elements
Ambitious Instruction	Quality of Student Discussion, Academic Press, Math & English Instruction
Effective Leaders	Program Coherence, Teacher-Principal Trust, Instructional Leadership, Teacher Influence
Collaborative Teachers	Quality PD, School Commitment, T-T Trust, Collective Responsibility, Collaborative Practices
Involved Families	Teacher-Parent Trust, Parent Involvement, Parent Influence on Decision Making
Supportive Environment	Student Teacher Trust, Peer Support of Academic Work, Academic Personalism, Safety

# 5 Essential Scoring

Rating	Score
Most	80 or Above
More	60-80
Average	40-60
Less	20-40
Least	0-20

Research indicates that a school that has three or more essentials at “More” or above are 12 times more likely to have high academic achievement



# Targets for Goal #6

Measures 5Essentials	17-18 District Result & Score	18-19 District Target	18-19 District Result & Score	19-20 District Target	21-22 Target
Supportive Environment	More - 73	More	<b>More - 75</b>	More	More
Effective Leaders	Average - 44	Ave	<b>Average - 47</b>	Ave	Average
Collaborative Teachers	Average - 50	Ave	<b>Average - 51</b>	More	More
Involved Families	Average - 58	Ave	<b>Average - 53</b>	Ave	Average
Ambitious Instruction	More - 65	More	<b>More - 64</b>	More	More

# 19-20 Strategies for Goal #6

1. Complete media center renovation first semester.
2. Expand use of website/social media tool to share messages for district and school.
3. Continued leadership of community economic development group.
4. Finalize outside facility renovations.
5. Finalize elementary school building addition/renovation. Communicate plans with community and begin implementation if approved.
6. Finalize plan for Vision/Branding for the district.
7. Review 2019 5Essential Data on Essential “Collaborative Teachers” (Quality PD, School Commitment, Teacher-Teacher Trust, Collaborative Responsibilities, Collaborative Practices) and build improvement into school improvement planning and strategies.



# Strategic Goal #7

Arcola high school will maintain a high graduation rate





# Targets for Goal #7

Measures	17-18 District Result	18-19 District Target	18-19 Actual	19-20 District Target	21-22 Target
Graduation Rate	97.2%	95%	98.1%	95%	95%
Attendance Rate	94.5%	95%	94.9%	95.5%	96%
Chronic Truancy	14.6%	13%	12.5%	11%	10%

# 19-20 District Strategies for Goal #7

1. Continue implementation of building specific strategies to reduce chronic absenteeism.
2. Continue implementation of building specific strategies to increase overall attendance rates.
3. Expand strategies to increase social and emotional support for students at risk of failure.
4. Conduct regular meetings (JH-HS Guidance Meetings and ES Social Emotional Meetings) to implement social emotional RTI interventions and monitoring.

# 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	17-18 District Result	18-19 District Target	18-19 Actual	19-20 District Target	21-22 Target
Days Cash on Hand	406.2	180	180 +	180	180

# 19-20 District Strategies for Goal #8

1. Superintendent will make on-going recommendations to the Board on expenditures that align to accomplishing district strategic objectives
2. Superintendent will make recommendations personnel, programs and instructional materials for the 2019-2020 school year that best allows the district to accomplish the district strategic objectives.