

D211 Strategic Plan - Priorities, Goals, Indicators, Strategies and Targets (June 16, 2022)										
Priority	Goal	Indicators	Strategies	Targets: 2022-2023	Targets: 2023-2024	Targets: 2024-2025	Targets: 2025-2026	Targets: 2026-2027		
Involvement	Goal 1: All District 211 students will demonstrate involvement in the school community.	Attendance	1.1 Meet or exceed the yearly attendance threshold.							
		Activities and Athletics	1.2 Participate in at least one activity or athletic team each year. OR	The five-year overall and subgroup target increases are 5% for the District Academic Goals with a yearly target of 89.8%.	The five-year overall and subgroup target increases are 5% for the District Academic Goals with a yearly target of 90.8%.	The five-year overall and subgroup target increases are 5% for the District Academic Goals with a yearly target of 91.8%.	The five-year overall and subgroup target increases are 5% for the District Academic Goals with a yearly target of 92.8%.	The five-year overall and subgroup target increases are 5% for the District Academic Goals with a yearly target of 93.8%.		
		Community Service	1.3 Complete a minimum number of community service hours each year. OR							
		Employment or Internship	1.4 Maintain employment or complete an internship during high school.							
Academic Growth	Goal 2: All District 211 students will demonstrate academic growth.	Critical Learning Standards	2.1 Meet the proficiency levels for District 211 course Critical Learning Standards.							
		GPA	2.2 Meet yearly Grade Point Average (GPA) benchmarks.	The five-year overall and subgroup target increases are 5% for the District Academic Goals with a yearly target of 86%.	The five-year overall and subgroup target increases are 5% for the District Academic Goals with a yearly target of 87%.	The five-year overall and subgroup target increases are 5% for the District Academic Goals with a yearly target of 88%.	The five-year overall and subgroup target increases are 5% for the District Academic Goals with a yearly target of 89%.	The five-year overall and subgroup target increases are 5% for the District Academic Goals with a yearly target of 90%.		
		AP, Dual Credit and Accelerated Coursework	2.3 Enroll in and pass at least one Advanced Placement (AP) or Dual Credit (DC) course with a grade of C or better.							
			2.4 Enroll in and pass an accelerated course with a grade of C or better.							
College & Career Readiness	Goal 3: All District 211 students will demonstrate college and career readiness.		3.1 Meet SAT state grade-specific benchmarks or growth targets for college and career readiness.							
		Math and English Courses or Test Scores	3.2 Meet ACCESS benchmarks on three years-over-year growth in language proficiency.	The five-year overall and subgroup target increases are 5% for the District Academic Goals with a yearly target of 84%.	The five-year overall and subgroup target increases are 5% for the District Academic Goals with a yearly target of 85%.	The five-year overall and subgroup target increases are 5% for the District Academic Goals with a yearly target of 86%.	The five-year overall and subgroup target increases are 5% for the District Academic Goals with a yearly target of 87%.	The five-year overall and subgroup target increases are 5% for the District Academic Goals with a yearly target of 88%.		
			3.3 Demonstrate college and career readiness in math.							
			3.4 Demonstrate college and career readiness in English.							
Graduation	Goal 4: All District 211 students will maintain "on track" to production status throughout high school.		4.1 Meet or exceed on-track production status after freshman year.							
		Credits Earned Each Year	4.2 Meet or exceed on-track production status after sophomore year.	The five-year overall and subgroup target increases are 5% for the District Academic Goals with a yearly target of 84.47%.	The five-year overall and subgroup target increases are 5% for the District Academic Goals with a yearly target of 85.47%.	The five-year overall and subgroup target increases are 5% for the District Academic Goals with a yearly target of 86.47%.	The five-year overall and subgroup target increases are 5% for the District Academic Goals with a yearly target of 87.47%.	The five-year overall and subgroup target increases are 5% for the District Academic Goals with a yearly target of 88.47%.		
			4.3 Meet or exceed on-track production status after junior year.							
			4.4 Earn a District 211 Diploma within four years.							
Wellness	Goal 5: All District 211 students will demonstrate growth in physical, emotional and social wellness.	Healthy Lifestyle	5.1 Achieve a "healthy fitness zone" on Fitness Gram or demonstrate growth from pre- to post-assessment.	Engage Wellness department teachers in professional development regarding Fitness Gram and "healthy fitness zone" concept.	Establish baseline data on how many students either achieve a "healthy fitness zone" or grow from pre- to post-assessment.	Engage school-based student wellness teams to provide feedback on student mindset toward the Fitness Gram assessment.	Identify and implement strategies based on student feedback.	Formulate program that will systematically communicate the importance of reaching the "Healthy Fitness zone."		
			5.2 Maintain a "90" rating on the student peer relationships supplementary measure of the Illinois 5 Essentials Student Survey.	Develop and share lesson plans and student materials about the importance of physical fitness and the components of the Fitness Gram assessment.	The five-year overall target is 56% for the District Academic Goals.	Identify potential barriers to achieving a "healthy fitness zone" or improving from pre- to post-assessment.	The five-year overall target is 56% for the District Academic Goals.	Identify and implement strategies based on student feedback.	Adapt curriculum and instructional methods to reduce barriers and increase participation in the Fitness Gram assessment.	
		Sense of Belonging, Trust and Safety	5.3 Maintain a 50% or higher percentage of favorable responses to the sense of belonging measurement on the Panorama student survey.	Analyze current questions and responses to establish baseline.	Engage school-based student wellness teams to provide feedback on student mindset toward peer relationships.	Identify specific barriers that prevent creation of positive peer relationships.	Engage school-based student wellness teams to provide feedback on student mindset toward peer relationships.	Identify and implement strategies to increase positive peer relationships based on student feedback.	Engage the District 211 Student Wellness Committee in providing feedback about peer relationships in District 211.	Formulate program that will systematically focus on peer relationships in District 211.
			5.4 Annually improve positive responses on the 5 Essentials Survey questions related to trust, safety, and collective responsibility.	Develop common language about expected peer relationships based on vignette read in the 5 Essentials survey.	The five-year overall target is a "90" rating for the District Academic Goals.	Engage school-based student wellness teams to provide feedback on student mindset toward trust, safety, and collective responsibility.	Identify specific barriers that prevent creation of positive peer relationships.	Engage school-based student wellness teams to provide feedback on student mindset toward trust, safety, and collective responsibility.	Evaluate the impact of staff implementation of strategies to improve peer relationships.	The five-year overall target is a "90" rating for the District Academic Goals.
		Community Resource Connections	5.5 Annually improve awareness of the continuum of support systems that includes school and community based resources.	Formulate current tier 1 and 2 continuum for academic, attendance, and behavior systems of support.	Engage school-based student wellness teams to provide feedback on student mindset toward trust, safety, and collective responsibility.	Increase positive responses to survey questions by 2%.	Engage the District 211 Student Wellness Committee in providing feedback about sense of belonging in our schools.	Implement additional strategies and modifications to existing programs based on feedback.	Formulate program that will systematically focus on increase sense of belonging in District 211.	
Equity	Goal 6: District 211 will increase equity in our schools.	Diverse Staff	6.1 Increase the percentage of diverse staff members.	Develop a 12-month recruitment campaign in order to equal the pool of diverse candidates.	Maintain or increase the percentage of applicants of color across all positions to 40%.	Refine recruitment strategies that expand the pool of diverse candidates.	Refine recruitment strategies that expand the pool of diverse candidates.	Maintain or increase the percentage of applicants of color across all positions to 40%.	Maintain or increase the percentage of applicants of color across all positions to 40%.	
			6.2 Increase the percentage of students taking "non-developmental" coursework.	Build a highly qualified staff that reflects the diversity of the student body and community.	The five-year overall target for increasing the percentage of diverse staff members is 5% for the District Academic Goals.	Continue to build a highly qualified staff that reflects the diversity of the student body and community.	The five-year overall target for increasing the percentage of diverse staff members is 5% for the District Academic Goals.	Continue to build a highly qualified staff that reflects the diversity of the student body and community.	The five-year overall target for increasing the percentage of diverse staff members is 5% for the District Academic Goals.	The five-year overall target for increasing the percentage of diverse staff members is 5% for the District Academic Goals.
		Equitable Practices	6.3 Expand the use of positive behavior supports and restorative practices to address inequities in student disciplinary practices.	The five-year overall target for students taking "non-developmental" coursework is 97.5% for the District Academic Goals.	Engage staff to analyze current inequities in student disciplinary practices. Identify baseline data on inequities.	Engage school-based student wellness teams to provide feedback on student mindset toward trust, safety, and collective responsibility.	Engage school-wide and classroom-based strategies implemented during the 2023-2024 school year. Modify practices based on input to student behavior.	Engage the District 211 Equity Team in providing feedback and recommendations toward addressing inequities in student disciplinary practices.	Formulate systemic program that will utilize high-impact practices to continue to monitor and address inequities in student disciplinary practice.	
			6.4 Decrease the number of underrepresented students meeting goals #1 through #4.	Engage staff to analyze current inequities in student disciplinary practices. Identify baseline data on inequities.	The five-year overall target for increasing the percentage of diverse staff members is 5% for the District Academic Goals.	Engage school-based student wellness teams to provide feedback on student mindset toward trust, safety, and collective responsibility.	The five-year overall target for increasing the percentage of diverse staff members is 5% for the District Academic Goals.	Engage school-wide and classroom-based strategies implemented during the 2023-2024 school year. Modify practices based on input to student behavior.	Engage the District 211 Equity Team in providing feedback and recommendations toward addressing inequities in student disciplinary practices.	The five-year target for decreasing disproportionate suspension and referrals is a 5% decrease for the District Academic Goals.
		6.5 Decrease the use of culturally relevant materials and culturally responsive teaching practices.	Engage staff to analyze current inequities in student disciplinary practices. Identify baseline data on inequities.	The five-year overall target for increasing the percentage of diverse staff members is 5% for the District Academic Goals.	Engage school-based student wellness teams to provide feedback on student mindset toward trust, safety, and collective responsibility.	The five-year overall target for increasing the percentage of diverse staff members is 5% for the District Academic Goals.	Engage school-wide and classroom-based strategies implemented during the 2023-2024 school year. Modify practices based on input to student behavior.	Engage the District 211 Equity Team in providing feedback and recommendations toward addressing inequities in student disciplinary practices.	The five-year target for decreasing disproportionate suspension and referrals is a 5% decrease for the District Academic Goals.	
Early Success	Goal 7: All District 211 students will engage in preparation and experiences for college and career.	Post High School Plan	7.1 Ensure that all District 211 students have a post high school plan that includes a potential career pathway.	Provide professional development to staff regarding current materials and methods used by schools to engage students in selecting a career pathway.	Identify current materials and methods used by schools to engage students in selecting a career pathway.	Communicate updated post-high school planning information to students and parents.	Engage sophomores in reviewing or updating their career pathway.	Engage seniors in finalizing career pathways through career development experiences.		
			7.2 Establish a system that uses student post high school experiences to inform changes to current college and career preparation programs.	Provide professional development to staff regarding strategies related to Culturally Responsive Teaching.	The five-year overall target is a 5% increase for the District Academic Goals with a yearly target of 46.5%.	Engage school-based student wellness teams to provide feedback on student mindset toward trust, safety, and collective responsibility.	The five-year overall target for increasing the percentage of diverse staff members is 5% for the District Academic Goals.	Engage school-wide and classroom-based strategies implemented during the 2023-2024 school year. Modify practices based on input to student behavior.	Engage the District 211 Equity Team in providing feedback and recommendations toward addressing inequities in student disciplinary practices.	Formulate systemic process of gathering student feedback regarding career preparation.

Post-Show		Career Development Experiences		Analyze currently available career development opportunities on an organized framework. Evaluate career communication methods and information provided to students, parents, and staff. Identify baseline of how many students participate in a career development experience.	Provide professional development to staff regarding career development experiences. Communicate updated information to students and parents about the scope of career development experiences. Increase the number of students participating in a career development experience by 2% over baseline.	Ensure that there is at least one career development experience available to students in each pathway. Increase the number of students participating in a career development experience by 3% over previous year.	Ensure that there are at least two career development experiences available to students in each pathway. Increase the number of students participating in a career development experience by 3% over previous year.	Ensure that there are at least three career development experiences available to students in each pathway. Increase the number of students participating in a career development experience by 3% over previous year.
		Business Partnerships		Identify and re-engage current District 211 business and organizational partnerships. Identify and engage potential new partnerships in emerging fields.	Provide opportunities for staff and business leaders to collaborate regarding curriculum and industry relevance in four career pathways. Provide opportunities for staff and business leaders to collaborate regarding curriculum and industry relevance in four additional career pathways.	Implement changes to curriculum based on recommendations from the collaboration between staff and business leaders. Provide opportunities for staff and business leaders to collaborate regarding curriculum and industry relevance in four additional career pathways.	Implement changes to curriculum based on recommendations from the collaboration between staff and business leaders. Provide opportunities for staff and business leaders to collaborate regarding curriculum and industry relevance in four additional career pathways.	Formalize systematic process for incorporating feedback and recommendations into curriculum on an ongoing basis. Formalize a systematic process for collaborating with business leaders to ensure rigor and relevance in curriculum.
Priority	Goal	Indicators	Strategies	Targets: 2022-2023	Targets: 2023-2024	Targets: 2024-2025	Targets: 2025-2026	Targets: 2026-2027
Excellent Staff	Goal 8: All students will have exceptional learning opportunities through the attainment and development of a highly effective staff.	Professional Development and Growth		6.1 Codify the District 211 approach and system for growing our own talent. Examine opportunities to create a pathway for select District 211 teacher assistants, through an application process, to earn their Professional Educator License.	Finalize plan for a prospective teacher program for District 211 students that includes curricular and co-curricular programs focused on preparing students for a career in education. Identify and recruit rising 11th and 12th grade students to participate in the prospective teacher program for the 2023-2025 school year. Launch the program for teacher assistants to earn their Professional Educator License.	Implement the prospective teacher program in at least two District 211 schools. Develop a post-secondary plan to maintain connection and support for participants in the prospective teacher program. Monitor academic and professional progress of teacher assistants working toward their Professional Educator License.	Implement the prospective teacher program in all District 211 schools. Equip the prospective teacher program to include co-curricular opportunities and involvement for students in all public.	Continue to implement the prospective teacher program in all District 211 schools. Monitor academic and professional progress of teacher assistants working toward their Professional Educator License.
				6.2 Annually improve the quality and scope of professional development based on emerging needs. See goal 6.5 for licensed staff.	Deliver professional development opportunities for the following non-licensed employee groups: office workers, technology workers and teacher support services. Develop professional growth and skill development plan for the following non-licensed employee groups: transportation, operations and maintenance, and food services. See goal 6.5 for licensed staff.	Deliver professional development opportunities to all non-licensed employee groups. See goal 6.5 for licensed staff.	Deliver professional development opportunities to all non-licensed employee groups. See goal 6.5 for licensed staff.	Deliver professional development opportunities to all non-licensed employee groups. See goal 6.5 for licensed staff.
		Staff Wellness Support Systems	6.3 Improve availability and knowledge of staff wellness support systems. Collaborate with school-based staff to develop a communication plan and informational resources for staff regarding available support systems.	Implement staff surveys regarding social-emotional wellness. Analyze staff survey data to identify areas of improvement.	Evaluate the utilization of staff wellness support systems. Host focus groups of staff members that focus on support systems and overall wellness.	Implement recommendations from staff focus groups. Monitor the utilization of staff wellness support systems to determine impact of modifications.	Formalize an ongoing process of professional development, monitoring the use of resources, and gathering recommendations from staff to improve support.	
Priority	Goal	Indicators	Strategies	Targets: 2022-2023	Targets: 2023-2024	Targets: 2024-2025	Targets: 2025-2026	Targets: 2026-2027
Facilities and Finances	Goal 9: All District 211 students will experience enhanced safety, wellness and learning through the completion of annual facilities and technology improvements enabled by financial stability.	Debt-Free Operations	9.1 Maintain fund balance in accordance with Board policy and debt free status annually. Utilize annual operating budget and/or operating reserves to fund all operational needs without the need to issue debt.	Develop an annual budget that allows the District to prioritize instructional programs and operations while maintaining a level of fund balance that adheres to Board policy. Utilize annual operating budget and/or operating reserves to fund all operational needs without the need to issue debt.	Develop an annual budget that allows the District to prioritize instructional programs and operations while maintaining a level of fund balance that adheres to Board policy. Utilize annual operating budget and/or operating reserves to fund all operational needs without the need to issue debt.	Develop an annual budget that allows the District to prioritize instructional programs and operations while maintaining a level of fund balance that adheres to Board policy. Utilize annual operating budget and/or operating reserves to fund all operational needs without the need to issue debt.	Develop an annual budget that allows the District to prioritize instructional programs and operations while maintaining a level of fund balance that adheres to Board policy. Utilize annual operating budget and/or operating reserves to fund all operational needs without the need to issue debt.	Develop an annual budget that allows the District to prioritize instructional programs and operations while maintaining a level of fund balance that adheres to Board policy. Utilize annual operating budget and/or operating reserves to fund all operational needs without the need to issue debt.
		Innovative & Secure Technology Solutions	9.2 Keep pace with evolving technology updates and innovations. Modify WAN to support multiple communication paths between schools from multiple vendors with zero downtime. Provide ongoing expanded training and certification opportunities for IT employees. Complete All Center MDF (data center) remodel.	Continue migration of all users to Windows 11 and Office 21. Continue evaluation and migration of latest version of software to a cloud version (SaaS). Replace 10-year old voice over IP telephone system. Repurpose/replace Board room audio and video platforms. Ongoing analysis related to automation of emails, safety software and forms approval to improve process efficiencies and effectiveness. Establish strategy for improved collaboration between applications team and end-user managers.	Complete migration of all users to Windows 11 and Office 21. Complete analysis related to automation of emails, safety software and forms approval to improve process efficiencies and effectiveness. Implement strategy for improved collaboration between applications team and end-user managers. Implement new version of Infinite Campus Messenger.	Complete migration of all users to Windows 11 and Office 21. Review results of analysis related to automation of emails, safety software and forms approval to improve process efficiencies and effectiveness. Conduct cost/benefit analysis of migrating Infinite Campus to cloud service.	Complete migration of all users to Windows 11 and Office 21. Complete migration of all users to Windows 11 and Office 21.	
		9.3 Protect District electronic assets and student and employee information by continuously evolving and enhancing technology infrastructure and resources. Implement Privileged Access Management (PAM) toolset. Perform 4-6 phishing simulations per year and provide security awareness training follow-up. Subscribe to BitSight continuous on-summer rating systems in preparation for the cyber liability insurance evaluations. Institute annual penetration testing.	Expand system monitoring capabilities. Contract with security firm to conduct District-wide cybersecurity audit.	Expand system monitoring capabilities. Contract with security firm to conduct District-wide cybersecurity audit.	Expand system monitoring capabilities. Contract with security firm to conduct District-wide cybersecurity audit.	Expand system monitoring capabilities. Contract with security firm to conduct District-wide cybersecurity audit.		
		Facility Enhancements	9.4 Annually continue to improve safety and modernization of our facilities. Complete projects in year 6 of the current 10-year facility plan. Evolution of possible school safety enhancement solutions. Engage architects and engineers to design improvements and bids for applied technology cooling, public address system improvements, and audition renovations and develop final timeline for completion. Ongoing improvements designed to enhance energy efficiency. Engagement of architect in development of a 10-year master facility plan and completion of year 4 life safety projects. Completion of year 5 life safety projects and conduct next life safety survey.	Complete projects in year 7 of the current 10-year facility plan. Possible school safety enhancement solution implementation following research conducted in 2022-2023. Architects and engineers continue to design improvements and bids for applied technology cooling, public address system improvements, and audition renovations and complete projects according to scheduled timeline. Ongoing improvements designed to enhance energy efficiency. Years 1-5 of the master facility plan completed. Completion of year 5 life safety projects and conduct next life safety survey.	Complete projects in year 8 of the current 10-year facility plan. Architects and engineers continue to design improvements and bids for applied technology cooling, public address system improvements, and audition renovations and complete projects according to scheduled timeline. Ongoing improvements designed to enhance energy efficiency. Years 6-10 of the master facility plan completed. BBE approval of life safety survey with projects to begin summer 2024.	Complete projects in year 9 of the current 10-year facility plan. Architects and engineers continue to design improvements and bids for applied technology cooling, public address system improvements, and audition renovations and complete projects according to scheduled timeline. Ongoing improvements designed to enhance energy efficiency. Communication and implementation of the final master facility plan. Complete year two of approved life safety projects.	Complete projects in year 10 of the current 10-year facility plan. Architects and engineers continue to design improvements and bids for applied technology cooling, public address system improvements, and audition renovations and complete projects according to scheduled timeline. Ongoing implementation of the final master facility plan. Complete year three of approved life safety projects.	
Priority	Goal	Indicators	Strategies	Targets: 2022-2023	Targets: 2023-2024	Targets: 2024-2025	Targets: 2025-2026	Targets: 2026-2027
Communications	Goal 10: All District 211 students, families and the community will receive relevant communication in a timely manner utilizing multiple methods and languages.	10.1 Ensure our schools are represented regularly in stories told in multiple languages and across a variety of platforms. Conduct audit of all content produced annually. Launch department chair meetings to identify diverse story options that can be used across media platforms. Build repository of diverse student success stories and share across all platforms.	Implement archiving of videos in English and Spanish. Identify new and diverse media platforms, including blogs and foreign language publications. Review school District communications and ensure all are reaching target audience and resonating appropriately in terms of messaging.	Identify opportunities for repositioning content (primarily at school open houses, etc.) allowing for broader exposure to all stories. Publish at least five stories a month across all platforms. Identify opportunities for translation of podcast and other exciting.	Identify opportunities for repositioning content (primarily at school open houses, etc.) allowing for broader exposure to all stories. Publish at least five stories a month across all platforms. Identify opportunities for translation of podcast and other exciting.	Identify opportunities for repositioning content (primarily at school open houses, etc.) allowing for broader exposure to all stories. Publish at least five stories a month across all platforms. Identify opportunities for translation of podcast and other exciting.	Identify opportunities for repositioning content (primarily at school open houses, etc.) allowing for broader exposure to all stories. Publish at least five stories a month across all platforms. Identify opportunities for translation of podcast and other exciting.	Identify opportunities for repositioning content (primarily at school open houses, etc.) allowing for broader exposure to all stories. Publish at least five stories a month across all platforms. Identify opportunities for translation of podcast and other exciting.
		Diverse Stories & Platforms	10.2 Increase community engagement across platforms annually using multiple methods of communication. Engage a Community Advisory Group to identify preferred methods and content for communication. Perform audit of social media sites and establish baseline from which to train schools and monitor growth. Investigate possibility of District 211 app. Fully onboard Blackboard mass communications tool.	If app is possible financially and logistically, identify applicable content and begin creation. Explore new options for providing information to parents and students, including video series with info they need or a "Survival Guide" by year in school. Implement app at base level.	Launch podcast (or other appropriate media) series to connect with parents, students and our community. Create consistent branding and increase engagement on social media by 25 percent over year before. Increase engagement on social media by 15 percent over year before.	Explore potential for District 211 radio station to proactively share stories and information to stakeholders need. Seek increased engagement through purposeful social media posts. Increase engagement on social media by 15 percent over year before.	Host events that generate community involvement and create press opportunities, like signing for trades or teacher preparation program. Expand use of mobile app.	
		10.3 Create and implement a district-wide equity campaign to increase diversity of students and staff represented in stories. Engage quarterly with Equity Team to determine new opportunities for messaging, gaps in communication methods, content and audiences.	Initiate targeted effort to tell stories of diverse students as series of captions promoting opportunities throughout all schools, including AP classes, internships and leadership in business opportunities. Conduct audit of all materials with eye on equity based on priorities set in 2023-2024.	Launch equity campaign with logo, holding team and content to showcase work of Equity Team. Review story placements and conduct equity audit to identify next steps in further broaden diverse storytelling.	Launch equity campaign with logo, holding team and content to showcase work of Equity Team. Review story placements and conduct equity audit to identify next steps in further broaden diverse storytelling.	Launch equity campaign with logo, holding team and content to showcase work of Equity Team. Review story placements and conduct equity audit to identify next steps in further broaden diverse storytelling.		
		Student Created Content	10.4 Increase student participation in the development of communication strategies. Launch Student Media Corps with a focus on writing and photography. Use journalism to work with students to tell District 211's story in assembly format.	Expand Student Media Corps to include video and external podcast work. Use students conducted interviews to tell District video stories. Engage regularly with student groups for content ideas. Expand Student Media Corps to include graphic design work. Implement at least one student-suggested new tactic for communication.	Review work to date and perform audit of new materials to identify gaps and opportunities.	Review work to date and perform audit of new materials to identify gaps and opportunities.	Review work to date and perform audit of new materials to identify gaps and opportunities.	