

# South Holland School District 151

OUR PLAN, OUR FUTURE

## 2019-2023 Strategic Plan

TAFT

EISENHOWER

MADISON

COOLIDGE



## *Where Young Minds Grow*

*Board President*

**Loretta Wells**

*Board Vice President*

**Patrice Burton**

*Board Secretary*

**Lanell Gilbert**

*Superintendent*

**Dr. Teresa D. Hill**

*Board Members*

**Mary Johnson**

**Victor Jones**

**Joda Boykin**

**Cynthia Shane**

*Section I*  
*Executive Summary*

## *Welcome and Process*

On behalf of the South Holland School District 151 Board of Education and Administrative Team, thank you for your participation in the continued growth of our District.

On October 24, 2018 we kicked off the Strategic Planning Process for 2019-2023. The purpose of the meeting was to bring the parents, community, staff members and the Board of Education together to discuss the future goals of the District.

This planning process was not new to the District; our first Strategic Plan was implemented during the 2002 school year. This is our 4<sup>th</sup> Strategic Plan. This continued process allows us to examine our strengths, weaknesses, opportunities and threats (SWOT) and set our direction for the future.

The October 24<sup>th</sup> kick-off meeting brought together district teachers and administrators, parents, members of the community, political leaders, and other stakeholders. The Superintendent, Dr. Teresa Hill, shared with the group the importance Strategic Planning has in education; reviewed the previous plans; and gave the current landscape of the District. It was during this meeting that the roles, responsibilities, and strategic goal areas were given.

The SWOT Analysis took place during the November 12<sup>th</sup> meeting. At this meeting each committee member was given the opportunity to select a sub-committee to serve on. A Board Member and Administrator served on each sub-committee.

- ❖ Curriculum & Instruction
- ❖ Equity & Excellence
- ❖ Technology
- ❖ Finance
- ❖ Facilities, Safety & Security
- ❖ Family, Community & Public Relations

With the exception of the kick-off and final report sessions, each group held committee meetings during the months of December, January and February.

On February 26<sup>th</sup>, the final goals were presented during the whole group meeting. The final plan was presented to the School Board of Education for approval on March 4, 2019.

We would like to thank everyone for the time and commitment they dedicated to this project.

## *About Us*

South Holland School District 151 serves over 1600 students from in grades Pre-K through 8. Our students come to us from four communities – South Holland, Harvey, Phoenix and Dolton and attend four grade centers. Taft School serves children in Kindergarten and grade 1. It also houses the district early childhood and pre-kindergarten program. Eisenhower School serves grades 2 and 3. Madison School serves 4<sup>th</sup> and 5<sup>th</sup> graders. Coolidge Middle School serves students in grades 6, 7 and 8. Students who graduate from District 151 matriculate to Thornton Township High School District 205 or to a variety of other public, private, or parochial high schools.

South Holland School District 151 has approximately 170 outstanding staff members including teachers, support staff and administrators. The district is overseen by a seven member Board of Education that makes policy for the operation of the district, oversees district budget and finances, hires and evaluates the superintendent of schools, and sets and monitors strategic goals for the district.

## *Mission Statement*

It is the mission of South Holland School District 151, in collaboration with parents, communities and businesses, to be committed to educational excellence by providing opportunities in a wholesome, nurturing environment; preparing all students to become lifelong learners and productive citizens, who can meet the challenges of a changing society.

## *Vision Statement*

Our students will have social, emotional and academic competence to have successful high school experiences and to become independent learners.

## *Background*

South Holland School District 151 embarked on the development of a five-year Strategic Plan in October 2018 under the direction of the Board of Education. The 2019-2023 Strategic Plan is the fourth consecutive strategic plan created by the district. The first strategic plan (2002 – 2007) resulted in the pursuit and passage of a tax referendum to support the school district. The referendum put the school district on strong financial footing that has allowed the school district to weather the storm of recessions and other external threats. Hallmarks of the second strategic plan (2007 – 2013) are newly renovated schools, improved technology, and the implementation of the Balanced School Year Calendar in fall 2013. The third strategic plan (2014-2018) allowed us to have a more rigorous curriculum, develop more enrichment programs, provide on-going technology training, roll out a 5-year budget, and the development of the Parent and Teacher Organization.

A strategic plan is an important document that is designed to guide the focus and future of an organization. The plan consists of strategic goals in key areas of operation. Once a strategic plan has been developed, the strategic goals included therein guide district decision making around priorities and the use of resources.

The Board of Education directed the Superintendent to facilitate the development of a new strategic plan with input from a variety of stakeholders. On behalf of the Board of Education, Dr. Hill and Mrs. Vanessa Bradley, Community & Public Relations Coordinator, invited teachers, support staff members, parents, community members and leaders from the four communities served by the district to join the Board of Education in the development of a new strategic plan we thank the over 50 individuals that joined the team.

The strategic plan team developed a strategic plan with goals to be addressed over the next five years. The plan was adopted by the South Holland School District 151 Board of Education on March 4, 2019.

## *Contents*

### 2019-2023 Strategic Goal Areas

#### Strategic Goals

- Curriculum & Instruction
- Equity & Excellence
- Technology
- Finance
- Facilities, Safety & Security
- Family, Community & Public Relations

## *2019 – 2023 Strategic Goal Areas*

South Holland School District 151 has identified six strategic goal areas on which to focus for the next five calendar years. Each of these strategic goal areas is core to the mission of the school district. The strategic plan team conducted a SWOT (i.e. Strengths – Weaknesses – Opportunities – Threats) analysis for each of these areas. After all strategic plan team members participated in the SWOT analysis, the group divided into sub-committees to review the SWOT, gather more information and draft strategic goals. The sub-committees then shared their draft goals with the entire group for feedback and input. The strategic goals were finalized and shared with the entire group at the final whole group meeting on February 25, 2019. The Strategic Goal Areas for the 2019 - 2023 strategic plan are:

- Curriculum & Instruction
- Equity & Excellence
- Technology
- Finance
- Facilities, Safety & Security
- Family, Community & Public Relations

The strategic goals are targets for specific, significant actions that will help the district fulfill its mission for all students over the next five years. While some goals may be completed within the first year of the strategic plan, others will not be completed until year four or five. In order to meet the goals, the Superintendent and district and school administrators will develop a specific action plan with specific activities, responsibilities and timelines.

The Superintendent and district and school administrators will produce an annual report on the progress toward the strategic goals for the Board of Education, the strategic plan team, and the public.

The complete 2019-2023 Strategic Plan is available on the South Holland School District 151 website at [www.shsd151.org](http://www.shsd151.org). Copies of the Strategic Plan Summary are available at all of the schools and the district office.

## *Curriculum & Instruction*

*Curriculum & Instruction focuses on the key questions of what and how we teach (Curriculum), what students experience (Instruction) and how we monitor learning (Assessment). Curriculum & Instruction impact every student in every classroom and is core to the day-to-day mission of schools.*

1. Investigate a social/emotional learning program across grade levels to ensure students' social/emotional needs are met.
2. Provide academic enrichment programs based upon strategies for students at all academic levels, thereby providing progression toward college career readiness.
3. Provide math coaching support throughout the district to ensure the success of all students.
4. Provide student access to an ever-expanding range of instructional resources that meet core and ENCORE curricular needs district-wide.
5. Implement on-going articulation meetings among all stakeholders to communicate expectations and goals for students' success.
6. Provide professional development for our instructional, non-instructional and auxiliary support staff to promote best practices with all students district-wide.
7. Communicate the progression of students' learning levels to families and educators through classroom assessment, observations and data.

## *Equity & Excellence*

*Equity & Excellence focuses on special programs and services beyond the general curriculum. These programs and services are designed to promote equity by assisting students who have needs that are not met as part of the general curriculum. Equity & Excellence also includes programs and services designed to provide enrichment and enhance the rigor of the curriculum.*

1. Develop additional programs for gifted and talented students to maximize their achievement and to challenge them at their instructional level in both reading and math at all schools.
2. Develop and provide additional enrichment opportunities for all students to increase their exposure to world cultures and experiences.
3. Explore and develop dual language programs throughout the district in order to offer enrichment opportunities to our English-speaking students.
4. Increase staff knowledge of the bilingual and special education programs and ISBE requirements by providing professional development in best instructional practices to better meet the needs of the student population.
5. Provide professional development to all staff focused on best practices to meet the varied academic and social emotional needs of students.
6. Increase family awareness and involvement in the bilingual program to ensure community understanding of the district's legal obligations to bilingual students.

## *Technology*

*Technology focuses on the enhancement and effective use of instructional technology inside and outside of the classroom. It includes measures taken to ensure student access to technology and to prepare students for the changing demands of using technology.*

1. Establish a digital platform for stakeholders to have access to on-demand trainings, how-to videos, and software resources for families and community members.
2. Implement developmentally appropriate 1:1 technology across grades K -8 to promote digital citizenship.
3. Implement ongoing technology trainings, including on-demand opportunities, to all staff members district-wide.
4. Implement technology literacy programs for the community at our school sites.
5. Implement e-Learning opportunities for students to access curriculum from home.

## *Finance*

*Finance focuses on the questions of how we use district financial and capital resources to provide a high quality education to current and future students in the community. As a public body, the district must be fiscally responsible a prudent in the use of district funds.*

1. Establish and implement a charitable foundation for School District 151.
2. Sustain a rolling 5-year budget process with revenue and expense projections as accurate as possible that results in at least ISBE “Financial Review” status each year to maintain financial stability.
3. Consistently seek grant opportunities aimed at enhancing, enriching, and supplementing learning opportunities for students, staff, and the community.

## *Family, Community & Public Relations*

*Family, Community & Public Relations focuses on enhancing communication with and support of our families and communities. It includes building partnerships with other organizations and stakeholders to support our educational mission.*

1. Develop a district-wide communication plan that evolves with the changing modes of communication used by the parents of today and tomorrow.
2. Develop a partnership with community resources to provide life skills development opportunities for District 151 students.
3. Periodically identify areas in need of training and provide quarterly Parent/Community Academies on topics such as digital literacy, social media, ELL and Special Education services and supports, and social/emotional and mental health needs, and the district curriculum at our school sites.

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## *Facilities, Safety & Security*

*Facilities, Safety & Security focuses on developing, implementing, improving or managing our buildings, safety, and security programs.*

1. Collaborate with emergency response services to enhance and improve safety drills and emergency preparedness.
2. Build and improve relationships and communication between district and school staff and local law enforcement.
3. Continue to enhance and improve upon the physical security inside and outside of building facilities.
4. Research storage needs and options and create more instructional spaces for our growing student body.

Evaluate the current plumbing system and consider making updates.

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*Section II*  
*Strategic Plan Purpose & Processes*

## *Purpose*

The purpose of the Strategic Plan is to identify the vision and specific **strategic goals** to guide the continued development of South Holland School District 151 as a place “where young minds grow”.

## *What are Strategic Goals?*

- Strategic goals are targets for specific, significant ACTIONS that will help the district fulfill its mission for all students.
  - The strategic goals for the district will include the following.
    - Action Verb (What?)
    - Activity (What?)
    - Purpose (Why?)
  - Strategic goals will be assessed based on the following questions.
    - Is it meaningful?
    - Is it reasonable?
    - Does it support the mission?

## *Roles and Responsibilities*

The South Holland School District 151 Strategic Plan team consisted of many different stakeholders including Board of Education members, district and school administrators, staff members, parents, and community members. Each group of stakeholders had a defined set of roles and responsibilities. The roles and responsibilities are as follows.

### **Board of Education**

- Oversee the strategic plan process
- Gather and act upon input from district stakeholders

### **Superintendent & Administrators**

- Facilitate the strategic plan process
- Provide information and recommendations

### **Staff Members**

- Provide information and suggestions
- Share ideas and concerns from your perspective

## Parents

- Share ideas and concerns from your perspective
- Reflect on how the district's actions impact your child and family

## Community Members

- Share ideas and concerns from your perspective and that of the organization(s) you serve
- Consider how the district and community decision-making interact

## *Understandings*

The Board of Education is the final decision making body. It may accept or reject any or all recommendations. However, board members will be participating on each sub-committee.

## *Responsibilities of All Strategic Plan Team Members*

- Think about and share your dreams for the future of our children.
- Consider multiple perspectives & viewpoints.
- Remember the parameters in which the school district must operate.
- Think short-, moderate-, and long-term.
- Consider the needs of each child (individual) and all children (collective) in the district.
- Respect the roles of each individual.

## *Meetings Schedule*

Wednesday, October 24 <sup>th</sup>	Board of Education, Committee of the Whole General Kick-off (Madison – 6:30 pm)
Tuesday, November 27 <sup>th</sup>	Whole Group Meeting (Madison – 6:30 pm)
Dec. 3 <sup>rd</sup> – Jan. 16 <sup>th</sup>	Committee Meetings
Tuesday, Feb. 26 <sup>th</sup>	Whole Group Meeting (Coolidge) – 6:30 pm
	<ul style="list-style-type: none"> <li>➤ Equity &amp; Excellence, December 3<sup>rd</sup>, 4:30 pm @ Village Office of South Holland</li> <li>➤ Finance, December 4<sup>th</sup>, 4:00 pm @ Coolidge Middle School</li> <li>➤ Technology, December 5<sup>th</sup>, 4:30pm @ District Office</li> <li>➤ Curriculum &amp; Instruction, December 10<sup>th</sup>, 6:30pm @ Coolidge</li> <li>➤ Family, Community &amp; Public Relations, December 10<sup>th</sup>, 6:30pm @ South Holland Library</li> <li>➤ Equity &amp; Excellence, December 17<sup>th</sup>, 4:30 pm @ Village Office of South Holland</li> <li>➤ Facilities, Safety &amp; Security December 18<sup>th</sup>, 6:30 pm at Madison</li> </ul>

- Curriculum & Instruction. December 18<sup>th</sup>, 6:30pm @ Coolidge
- Family, Community & Public Relations, January 14<sup>th</sup>, 6:30pm @ South Holland Library
- Finance, January 15<sup>th</sup>, 4:00 pm @ Coolidge Middle School
- Technology, January 16<sup>th</sup>, 4:30pm @ District Office

Monday, March 4<sup>th</sup> Approved by the Board of Education

## *SWOT Analysis*

The first important step to developing a strategic plan is conducting a SWOT analysis. SWOT stands for Strengths – Weaknesses – Opportunities – Threats. The analysis of strengths and weaknesses focuses on things that are internal to the district. This is similar to looking in a mirror and examining one’s reflection. The analysis of opportunities and threats focuses on things that are external to the district. This is like looking out a window and considering one’s environment and things on the horizon.

The strategic plan team brainstormed the district’s strengths, weaknesses, opportunities and threats in Curriculum & Instruction, Equity & Excellence, Technology, Finance, Facilities, Safety & Security, and Family, Community & Public Relations. All members of the strategic plan team contributed to the SWOT analysis in all areas. The team used the following guiding questions throughout the process.

- Strengths (Internal)

What do we do particularly well?

What are our unique capabilities and resources?

What positives are we known for?

- Weaknesses (Internal)

What could we improve?

What do others perceive as our weaknesses?

What are our pain points?

- Opportunities (External)

What trends or changes may positively impact us?

What open doors lie before us?

- Threats (External)

What trends, conditions or changes may negatively impact us?

*Curriculum & Instruction Committee Members:*

Mary	Johnson	Board Member
Stan	Sowa	Teacher
Patricia	Payne	Principal of Coolidge Middle School
Michele	Ganda	Teacher
DeAnna	Taylor	Parent
Virginia	Gonzalez	Teacher
La'Trica	Gamble	Assistant Principal of Eisenhower
Michelle	Roeder	Social Worker
LaTasha	Bailey	Teacher
Jolanda	Washington	Teacher
Kathryn	Varner	Administrator
Teresa	Hill	Superintendent

*Equity & Excellence Committee Members:*

Cynthia	Shane	Board Member
Brian	Smith	Community Member
Anthony	Palomo	Administrator
Sharon	Fuller	Teacher
Stephanie	Jones	Administrator
Sharon	Gormley	Teacher
Brian	Wilson	Teacher
Ernestine	Proctor-Harris	Teacher
Edward	Medina	Teacher
Sallie	Penman	Community Member
Teresa	Hill	Superintendent

*Technology Committee Members:*

Victor	Jones	Board Member
Christine	Wilson	Principal of Taft School
Murry	Kimmons	Parent
Kyle	Alston	Administrator
Jerald	McNair	Principal of Madison School
Shanna	Love	Teacher
Tiedra	White-Mooty	Assistant Principal of Coolidge
Blevian	Moore	Community Member
Teresa	Hill	Superintendent

*Finance Committee Members:*

Patrice	Burton	Board Member
Mary	Johnson	Board Member
Diarrah	Jones	Parent
Rozlyn	Dunmore	Teacher
Carol	Zuleger	Staff - Human Resources
DeAnna	Smith	Teacher
Paul	Woehlke	Assistant Superintendent, Finance & Operations
Teresa	Hill	Superintendent

*Finance Committee Members:*

Lanell	Gilbert	Board Member
Chevia	Rush	Assistant Principal of Madison School
Airielle	Franklin	Staff - Technology
John	Katsibubas	Teacher
Warren	Chestang	Administrator
Lisa	Kimmons	Parent
Phillip	Neal	Staff - Buildings & Grounds
Jim	Maciejewski	Community Member
Rory	Reese	Staff - Counselor
Kirk	Kremski	Community Member
Shirley	Smith	Teacher
Teresa	Hill	Superintendent

*Family, Community & Public Relations Committee Members:*

Loretta	Wells	Board Member
Joda	Boykin	Board Member
Toni	Foxworth	Teacher
Kim	Peake	Community Member
Pat	Mahon	Community Member
Robin	Wagner	Community Member
Rhonda	Towner	Principal of Eisenhower School
Elizabeth	Navarro	Parent
Cindy	Nylen	Community Member
Vanessa	Bradley	Administrator
Teresa	Hill	Superintendent

## *Committee Membership*

<b>Dr.</b>	<b>Teresa Hill</b>	<b>Superintendent of Schools</b>
<b>Mrs.</b>	Patricia Mahon	Deputy Village Administrator
<b>Mrs.</b>	Cindy Nysten	Village Trustee
<b>Dr.</b>	Sallie Penman	Village Clerk
<b>Mr.</b>	Brian Smith	Senior Code Officer
<b>Mrs.</b>	Robin Wagner	South Holland Library Director
<b>Mr.</b>	Thaddeus Jones	Illinois State Representative
<b>Officer</b>	Kirk Kremski	South Holland Police Department
<b>Ms.</b>	Kimberly Pecke	City of Harvey Public Library
<b>Mrs.</b>	Blevian Moore	Executive Director, SHBA
<b>Mr.</b>	Jim Maciejewski	JMA Architects
<b>Officer</b>	Darryl Stroud	Village of Phoenix Police Department
<b>Chief</b>	George Bowman	Village of Phoenix Police Department
<b>Mr.</b>	Micki Smith	Village of Phoenix Fire Department
<b>Ms.</b>	DeAnna Taylor	Parent
<b>Mrs.</b>	Lisa Kimmons	Parent
<b>Mr.</b>	Murry Kimmons	Parent
<b>Mrs.</b>	Diarrah Jones	Parent
<b>Mrs.</b>	Christine Wilson	Taft, Principal
<b>Mrs.</b>	Virginia Gonzalez	Taft – Teacher
<b>Ms.</b>	DeAnna Smith	Taft - Teacher
<b>Ms.</b>	Sharon Gormley	Taft - Teacher
<b>Mrs.</b>	Elizabeth Navarro	Taft – Office Manager
<b>Dr.</b>	Rhonda Towner	Eisenhower, Principal
<b>Ms.</b>	LaTrica Gamble	Eisenhower, Assistant Principal
<b>Mr.</b>	Stan Sowa	Eisenhower - Teacher
<b>Mrs.</b>	Rozlyn Dunmore	Eisenhower - Teacher
<b>Mrs.</b>	Michelle Roeder	Eisenhower – Social Worker
<b>Dr.</b>	Jerald McNair	Madison, Principal
<b>Mrs.</b>	Chevia Rush	Madison, Assistant Principal
<b>Mrs.</b>	Jolanda Washington	Madison - Teacher
<b>Mr.</b>	Edward Medina	Madison - Teacher
<b>Mrs.</b>	Toni Foxworth	Coolidge and Madison - Teacher
<b>Mrs.</b>	Shirley Smith	Madison -Teacher
<b>Mr.</b>	Brian Wilson	Madison - ParaProfessional
<b>Mr.</b>	John Katsibubas	Madison - Teacher
<b>Ms.</b>	Latasha Bailey	Madison - Teacher
<b>Mr.</b>	Rory Reese	Coolidge - Counselor
<b>Ms.</b>	Michele Gandy	Coolidge - Teacher
<b>Mrs.</b>	Patricia Payne	Coolidge - Principal
<b>Mrs.</b>	Tiedra White-Mooty	Coolidge, Assistant Principal

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<b>Mrs.</b>	Ernestine Proctor-Harris	Coolidge - Teacher
<b>Ms.</b>	Sharon Fuller	Coolidge – Teacher
<b>Ms.</b>	Shanna Love	Coolidge – Teacher
<b>Mr.</b>	Anthony Palomo	Coolidge, Director of English Language Learners
<b>Dr.</b>	Stephanie Jones	District Office – Director of Special Education
<b>Mrs.</b>	Kathryn Varner	District Office – Director of Curriculum
<b>Mr.</b>	Kyle Alston	District Office - Director of Technology
<b>Mr.</b>	Paul Woehlke	District Office – Assistant Superintendent
<b>Mr.</b>	Warren Chestang	District Office – Director of Facilities
<b>Mrs.</b>	Vanessa Bradley	District Office – Coordinator of Community and Public Relations
<b>Mrs.</b>	Tamila McDade	District Office – Executive Assistance
<b>Mrs.</b>	Airielle Franklin	District Office – Technology Department
<b>Mr.</b>	Phillip Neal	District Office – Building & Grounds Department
<b>Mrs.</b>	Carol Zuleger	District Office – Human Resources Department
<b>Mrs.</b>	Loretta Wells	Board President
<b>Mrs.</b>	Patrice Burton	Board Vice President
<b>Mr.</b>	Lanell Gilbert	Board Secretary
<b>Mr.</b>	Victor Jones	Board Member
<b>Ms.</b>	Mary Johnson	Board Member
<b>Ms.</b>	Joda Boykin	Board Member
<b>Mrs.</b>	Cynthia Shane	Board Member

## **South Holland School District 151**

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[Www.shsd151.org](http://www.shsd151.org)



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