



South Holland School District 151

Where Young Minds Grow 

Strategic Plan

2024-2028

School Board of Education

Patrice Burton, President

Loretta Wells , Vice President

Cynthia Shane, Secretary

Joda Boykin, Member

Benjamin Clark, Member

Corean Davis, Member

Michele Turner, Member

Superintendent

Dr. Teresa D. Hill



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 September 28, 2024, we kicked off the Strategic Planning Process for 2024-2028. 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 5th Strategic Plan. This continued process allows us to examine our strengths, weaknesses, opportunities and threats (SWOT) and set our direction for the future.

The September 28th 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 9th 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
- ❖ Family, Community & Public Relations
- ❖ Facilities, Safety & Security
- ❖ Finance
- ❖ STEM
- ❖ Emerging Needs

Except for the kick-off and final report sessions, each group held sub-committee meetings during the months of December and January.

On February 20th, 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 5, 2024.

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 1500 students from in grades Pre-K through 8th. 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 1st. It also houses the district’s early childhood and pre-kindergarten program. Eisenhower School serves grades second and third. Madison School serves 4th and 5th graders. Coolidge Middle School serves students in grades 6, 7 and 8th. 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 2024-2028 Strategic Plan is the fifth 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. The 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. The fourth strategic plan (2019-2023) allowed the district to establish a social/emotional learning program across grade levels, increase awareness of the bilingual and special education programs, implement appropriate 1:1 technology, sustain a rolling 5-year budget, develop a district-wide communication plan, and continue to enhance and improve upon the physical security of building facilities.

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 60 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 5, 2024.

Contents

2024-2028 Strategic Goal Areas

- Curriculum & Instruction
- Equity & Excellence
- Finance
- Facilities, Safety & Security
- Family, Community & Public Relations
- STEM
- Emerging Needs

2024 – 2028 Strategic Goal Areas

South Holland School District 151 has identified seven 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 20, 2024. The Strategic Goal Areas for the 2024 - 2028 are:

- Curriculum & Instruction
- Equity & Excellence
- Finance
- Facilities, Safety & Security
- Family, Community & Public Relations
- STEM
- Emerging Needs

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. 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, 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 2024-2028 Strategic Plan is available on the South Holland School District 151 website at www.shsd151.org. Copies of the Strategic Plan Summary are available at all 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. Provide reading and math coaching support throughout the district to ensure success for all students.
2. Provide an equitable instructional framework that focuses on teaching and learning which honors diversity and embraces the unique and individual needs of each student through research-based instructional practices.
3. Facilitate professional development for instructional, non-instructional, support and auxiliary staff to promote best practices for meeting the SEL and instructional needs of our students.
4. Enhance ongoing articulation meetings among stakeholders to communicate expectations and goals for students' success.

STEM

STEM provides a strong grounding in science, technology, engineering, and math to assure that students will be successful in K-8 and beyond. Skills and interests are the foundation for critical education choices as students' progress through their educational career. The purpose is to provide teachers with information and activities that they can use to engage students to support science, technology, engineering, and math learning.

1. Identify and collaborate with institutions and businesses to provide field trips and experiences that expose fourth through eighth grade students to STEM careers.
2. Provide students with access to an ever-expanding range of STEM opportunities and resources district wide.

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 exposure to higher academic opportunities such as 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. Create a district level forum comprised of administrators, parents, and teachers to address chronic absenteeism of diverse learners.
5. Provide professional development opportunities for staff to ensure culturally relevant teaching.
6. Provide professional development to all staff focused on best practices to meet the varied academic and social emotional needs of students.
7. Create and develop Parent University for parents to be educated in reading and math curriculum and strategies to successfully help their child as well as address their social-emotional needs. (Ensure that the Parent University is accessible to both English-speaking and native Spanish-speaking families.)

Emerging Needs

Emerging Needs will require targeted efforts and creative new approaches to instruction, staffing, social-emotional and mental health wellness, career preparation, and community and parent empowerment. Creating an educational system that will live up to the promise of this generation and future generations through innovations and new solutions for the ever-changing needs of students and families.

1. Expand and update the community resource handbook. Make it a sharable document that can be revised by selected staff members and accessible to families in both English and Spanish.
2. Provide private high school scholarship resources/links on Coolidge Middle School web page.
3. Acquire bilingual support to allow newcomers and English learners improved access to the 6th – 8th grade curriculum.
4. Establish an option for full day preschool classes.
5. Assess the ongoing need to recruit additional bilingual (Spanish) staff.
6. Prioritize the need to support whole child wellness by providing enhanced social work and nursing support at all schools.

Finance

Finance focuses on the question 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. Continue balanced budgeting to meet the needs of the district with conservative budgeting, transparency and excellent conservatorship of taxpayer dollars.
2. Collaborate with the superintendent, building and grounds chairperson, building architect and Board of Education to ensure the availability of financial resources to enhance or upgrade security features necessary to keep our staff and students safe in all buildings.
3. Research and develop language learning and fine arts programs aimed at increasing enrollment therefore increasing school funding.
4. Partner with organizations aimed at addressing and improving the economic and mental health challenges with families and the community in conjunction with our student services team. (e.g., Thornton Township, Restoration Ministries, American Red Cross, South Suburban P.A.D.S, South Suburban College, C.E.O - Cousins Empower Optimist, SAFER Foundation and local churches)

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. Enhance our district-wide communication plan that will continue to evolve. Create a district-wide correspondence timeline.
2. Translate key meeting minutes and correspondence in Spanish.
3. Investigate conducting townhall meetings with the Board of Education, administration, local businesses, community, and parents.
4. Investigate how to conduct district-wide events.

Facilities, Safety & Security

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

1. Continue to collaborate with emergency personnel/response services and hold annual safety/crisis meetings with emergency personnel/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 to ensure the safety of all persons entering and exiting all district facilities.
3. Research, improve, enhance, and implement a best practice security procedure for all buildings for the physical security inside and outside of building facilities.
4. Implement plan for storage needs and options and create more instructional spaces for our growing student body.
5. Evaluate and improve the current plumbing and HVAC systems and make updates.
6. Predict and study future space utilization and establish plans to meet them.
7. Safety Procedure with updated Technology for all buildings to secure all personnel and students inside and outside of our building by working to establish a safe haven for each of our buildings.

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

Thursday, September 28 th	Board of Education, Committee of the Whole General Kick-off (Madison – 6:30 pm)
Thursday, November 9 th	Whole Group Meeting (Coolidge – 6:30 pm)
Dec. 6 th – Jan. 18 th	Sub-committee Meetings
Tuesday, Feb. 20 th	Whole Group Meeting (Madison) – 6:00 pm)
	<ul style="list-style-type: none"> ➤ Facilities, Safety & Security December 6th, 6:00 pm @ Barack Obama Learning Center ➤ Finance, December 7th, 7:30 pm Virtual ➤ Family, Community & Public Relations, December 13th, 4:30pm @ South Holland Public Library ➤ Emerging Needs, December 14th, 6:00pm @ Coolidge Middle School ➤ Equity & Excellence, December 14th, 7:30pm Virtual ➤ Finance, December 14th, 7:30 pm Virtual ➤ Curriculum & Instruction, December 20th, 6:00pm Virtual

- Facilities, Safety & Security December 21st, 5:00 pm @ Barack Obama Learning Center
- Family, Community & Public Relations, January 9th, 6:00pm Virtual
- Curriculum & Instruction. January 17th, 5:00 pm Virtual
- Emerging Needs, January 18th, 6:30pm @ Coolidge Middle School
- Finance, January 18th, 7:30 pm Virtual

Tuesday, March 5th 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 – and Threats. The analysis of strengths and weaknesses focuses on things that are internal to the district. This is like 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, STEM, Emerging Needs, 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 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:

Michele	Turner	Board Member
Crystal	Hoofe	Teacher
Peter	Kolinski	Principal of Eisenhower
Jason	Smith, IV	Community Member
LaTia	Maxwell	Parent
Laura	Carr	Teacher
Mylethea	Green	Parent
Toni	Foxworth	Teacher
Virginia	Gonzalez	Teacher
Belinda	Hamer	Community Member
Kathryn	Varner	Administrator
Teresa	Hill	Superintendent

Equity & Excellence Committee Members:

Loretta	Wells	Board Member
Bre'Ann	Jones	Teacher
Anthony	Palomo	Administrator
Jasmine	Bond	Parent
Karen	Anderson	Administrator
Jocelyn	Rials	Community Member
Jolanda	Washington	Teacher
LaTrica	Gamble-Greer	Assistant Principal
Sharon	Fuller	Teacher
Teresa	Hill	Superintendent

STEM Committee Members:

Brenna	Wanklyn	Community Member
Christopher	Roth	Administrator
Erika	Thomas	Assistant Principal
Teresa	Hill	Superintendent

Finance Committee Members:

Patrice	Burton	Board Member
Airielle	Franklin	Staff – Technology Department
Ernest	Clark	Assistant Superintendent/CSBO
Kerman	Ali	Teacher
Shaunte	Brown	Teacher
Teresa	Hill	Superintendent

Facilities, Safety & Security

Benjamin	Clark	Board Member
Jerald	McNair	Principal of Madison School
Ernestine	Proctor-Harris	Teacher
Gerardo	Lopez	Parent
Phillip	Neal	Administrator
Tiedra	White-Mooty	Assistant Principal of Coolidge
Jim	Maciejewski	Community Member
Howard	Fisher	Community Member
Roy	Wells	Community Member
Shawn	Staples	Community Member
Brian	Kolosh	Community Member
Teresa	Hill	Superintendent

Emerging Needs Committee Members:

Corean	Davis	Board Member
Chevia	Rush	Principal of Coolidge Middle School
Christine	Wilson	Principal of Taft School
Edward	Medina	Teacher
Kasshiea	Ross	Parent
Mayra	Mendez	Teacher
Shirley	Smith	Teacher
Stephanie	Dukes	Parents
Tamila	McDade	Staff – Office of the Superintendent
Teresa	Hill	Superintendent

Family, Community & Public Relations Committee Members:

Cynthia	Shane	Board Member
Joda	Boykin	Board Member
Angelica	Guisinger	Assistant Principal of Taft School
Brittanye	Allen	Teacher
Christyn	Rayford	Community Member
Destiny	Mahaffey	Parent
Sallie	Penman	Community Member
Tiffany	Daniels	Parent
Tremel	Daniel	Staff - Human Resources Department
Vanessa	Bradley	Administrator
Teresa	Hill	Superintendent

Committee Membership

<i>Teresa D. Hill</i>	<i>Superintendent of Schools</i>
<i>Patrice Burton</i>	Board of Education President
<i>Loretta Wells</i>	Board of Education Vice President
<i>Cynthia Shane</i>	Board of Education Secretary
<i>Joda Boykin</i>	Board of Education Member
<i>Benjamin Clark</i>	Board of Education Member
<i>Corean Davis</i>	Board of Education Member
<i>Michele Turner</i>	Board of Education Member
<i>Jocelyn Rials</i>	Community Member
<i>Jason Smith, IV</i>	Community Member
<i>Belinda Hamer</i>	Community Member
<i>Toni Foxworth</i>	Coolidge - Teacher
<i>Sharon Fuller</i>	Coolidge - Teacher
<i>Shaunte Brown</i>	Coolidge - Teacher
<i>Kerman Ali</i>	Coolidge - Teacher
<i>Crystal Hoofe</i>	Coolidge - Teacher
<i>Ernestine Proctor-Harris</i>	Coolidge - Teacher
<i>Bre'Ann Jones</i>	Coolidge - Teacher
<i>Brittanye Allen</i>	Coolidge - Teacher
<i>Brian Wilson</i>	Coolidge -Teacher
<i>Tiedra White-Mooty</i>	Coolidge, Assistant Principal

<i>Chevia Rush</i>	Coolidge, Principal
<i>Ernest Clark</i>	District Office, Assistant Superintendent/CSBO
<i>Vanessa Bradley</i>	District Office, Coordinator of Community and Public Relations
<i>Kathryn Varner</i>	District Office, Director of Curriculum
<i>Anthony Palomo</i>	District Office, Director of English Language Learners
<i>Phillip Neal</i>	District Office, Director of Facilities
<i>Karen Anderson</i>	District Office, Director of Student Services
<i>Christopher Roth</i>	District Office, Director of Technology
<i>Tamila McDade</i>	District Office, Executive Assistant to the Superintendent
<i>Tremel Daniel</i>	District Office, Human Resources
<i>Airielle Franklin</i>	District Office, Technology Department
<i>Laura Carr</i>	Eisenhower - Teacher
<i>LaTrica Gamble-Greer</i>	Eisenhower, Assistant Principal
<i>Peter Kolinski</i>	Eisenhower, Principal
<i>Jim Maciejewski</i>	Local Business - JMA Architects
<i>Jolanda Washington</i>	Madison - Teacher
<i>Edward Medina</i>	Madison - Teacher
<i>Shirley Smith</i>	Madison - Teacher
<i>Erika Thomas</i>	Madison, Assistant Principal
<i>Jerald McNair</i>	Madison, Principal
<i>Jasmine Bond</i>	Parent
<i>Tiffany Daniels</i>	Parent
<i>Mylethea Green</i>	Parent
<i>Alexandria Phillips</i>	Parent
<i>Stephanie Dukes</i>	Parent
<i>Destiny Mahaffey</i>	Parent
<i>Gerardo Lopez</i>	Parent
<i>LaTia Maxwell</i>	Parent
<i>Kasshiea Ross</i>	Parent
<i>Mayra Mendez</i>	Taft - Teacher
<i>Virginia Gonzalez</i>	Taft and Eisenhower - Teacher
<i>Angelica Guisinger</i>	Taft, Assistant Principal
<i>Christine Wilson</i>	Taft, Principal
<i>Howard Fisher</i>	Village of Phoenix Fire Chief
<i>Roy Wells, Sr.</i>	Village of Phoenix Chief of Police
<i>Demond Warfield</i>	Village of Phoenix Commander of Internal Affairs
<i>Shawn Staples</i>	Village of South Holland Chief of Police
<i>Sallie Penman</i>	Village of South Holland Clerk
<i>Brian Kolosh</i>	Village of South Holland Fire Chief
<i>Amilcar Perez</i>	Village of South Holland Library Assistant Director
<i>Christyn Rayford</i>	Village of South Holland Library Director
<i>Brenna Wanklyn</i>	Village of South Holland Permits Department

District Office

Ernest Clark, Assistant Superintendent /CSBO

Dr. Karen Anderson, Director of Student Services

Kathryn Varner, Director of Curriculum, Assessment and Professional Development

Christopher Roth, Director of Technology

Phillip Neal, Facilities & Safety Coordinator

Anthony Palomo, ELL Program Director

Vanessa Bradley, Public Relations and Community Coordinator

School Administrators

Coolidge Middle School

Mrs. Chevia Rush, Principal

Mrs. Tiedra White-Mooty, Asst. Principal

Madison School

Dr. Jerald McNair, Principal

Mrs. Erika Thomas, Asst. Principal

Eisenhower School

Mr. Peter Kolinski, Principal

Mrs. La'Trica Gamble-Greer, Asst. Principal

Taft School

Mrs. Christine Wilson, Principal

Mrs. Angelica Guisinger, Asst. Principal