

<b>Priority 1: High Academic Achievement</b> Expected Outcome – All students will demonstrate academic growth based on the student growth plan.				
<b>Associated Goals:</b> Goal 1: Accelerate academic achievement for every child and close achievement gaps so all students graduate from Brookwood School District 167 prepared for high school. Goal 2: Ensure an effective teacher in every class is led by an effective principal in every school served by quality support staff. Goal 3: Maximize performance utilizing data-informed and evidence-based decision-making. Goal 9: Expand the early childhood program to improve student achievement and to close learning gaps.				
<b>Strategies</b> (What needs to be done?)	<b>Action Steps</b> (General topics for implementation)	<b>Person Responsible</b> (Who is accountable for the implementation?) <i>The Superintendent supports &amp; oversees all strategies and action steps of the strategic plan</i>	<b>Resources</b> (What additional resources are required?)	<b>Expected Outcome (When will and what tangible outcome will be achieved?)</b> <i>Timeline</i>
Institute a curriculum that reflects 21 <sup>st</sup> Century success, including foundational and 21 <sup>st</sup> Century skills	Align the curriculum to the CCSS in all subject areas	<ul style="list-style-type: none"> <li>•Director of Curriculum</li> <li>•Committees: Reading Math Science SS</li> <li>•Reading Coaches</li> <li>•Teachers</li> </ul>	Samples from Publishers  Board support for budget to implement curriculum recommended by committees  Professional Development (high quality/ongoing)	Complete curriculum/textbook audit for all subject areas (January 2016)  Formal recommendation to the BOE for selection of CCSS aligned (online and supplemental) curriculum in the areas of Reading and Mathematics for the 2017-2018 school year (January 2016) Curriculum Maps Completed (June 2017)

	Strengthen and expand early childhood education in our district	<ul style="list-style-type: none"> <li>•Director of Student Support Services and</li> <li>•PPS Team</li> </ul>	Site Visits to Model Programs	3 year action plan created
	*Continue to expand the 1:1 <i>ipad/tech</i> initiative to students in all grade levels to ensure equitable access to curriculum and opportunities to develop 21 <sup>st</sup> Century skills	<ul style="list-style-type: none"> <li>•Director of Curriculum</li> <li>•Director of Technology</li> <li>•Business Manager</li> </ul>	Additional IPAD purchases for each grade level	Purchase of additional ipads/tech. to support 1:1 initiative expansion (Ongoing – three year goal 2015-2016 2016-2017 2017-2018)
	Expand and support a STEM program in all grades	<ul style="list-style-type: none"> <li>•Director of Curriculum</li> <li>•STEM Teachers</li> </ul>	Project Lead the Way (PLTW) resources to support and expand STEM program and development of STEAM program	Sustain and expand STEM program using Project Lead The Way. Begin researching STEAM programs and funding Options –Pilot School Year 2015-2016 Proposal Submitted: March 2016 Program Implementation: 2016-2017
	Integrate Next Generation Science Standards (NGSS) into all learning units in Science	<ul style="list-style-type: none"> <li>•Director of Curriculum</li> <li>•Principals</li> </ul>	Professional Development  Curriculum Materials	Completed Curriculum Maps in Science at all grade levels showing the alignment to the NGSS completed by Spring 2017.

		•Science Teachers	Supplies and Resources for Learning Labs	
	<p>Elevate our focus on academic success for all students while continuing to highlight rigorous teaching and learning -- Using rigor and good instruction, all students should be on track at the end of each academic year:</p> <p>A. All students will demonstrate proficiency in reading and math foundational skills by the end of third grade</p> <p>B. Skillful, analytical writing in Grades 4-8 across all content areas</p> <p>C. Algebra in Grade 8</p> <p>D. ELL students acquire academic language mastery and fluency</p>	<p>•Director of Curriculum</p> <p>•Principals</p>	<p>ZanerBloser Writing Curriculum</p> <p>Professional Development</p> <p>Curriculum Materials aligned to the CCSS</p> <p>NWEA Map Subscriptions to Measure Student Growth</p> <p>Study Island Subscription to supplement learning and home access</p> <p>Brain Pop/Discovery Learning and other online instructional resources continued subscriptions</p>	<p>Assessment data shows students in grade 3 are meeting learning targets at the 50<sup>th</sup> percentile in reading and math as measured by NWEA Map Spring Benchmarks 2017-2018</p> <p>Student writing samples aligned to CCSS (April 2017)</p> <p>Performance evaluations of certified staff show student growth as a significant factor in the overall rating</p>

	E. Demonstrate a significant growth for students with disabilities			
	Continue to provide research based reading interventions for students not meeting grade level expectations/standards (READ 180)	<ul style="list-style-type: none"> <li>•Director of Curriculum</li> <li>•Principals</li> <li>•Teachers</li> </ul>	<p>READ 180 (Big Day, IREAD, System 44, and Read 180)</p> <p>Curriculum/Technology Purchase – continued subscription</p>	<p>Implementation of READ 180</p> <p>Initial startup: 2015-2016</p> <p>Full implementation: 2016-2017</p>
	Continue to implement a district-wide RtI (MTSS) model that provides multi-tiered interventions and support for students in academics and behavior	<ul style="list-style-type: none"> <li>•Director of Curriculum</li> <li>•Director of Student Support Services</li> <li>•Principals</li> <li>•PPS Team</li> <li>•Teachers</li> </ul>	<p>PPS Collaboration Meeting Time</p> <p>Intervention Resources for Tiers 2 and 3 (Reading, Math, and Social Emotional)</p> <p>Continued Subscription for Tier 2 and Tier 3 Interventions</p>	<p>Implementation of Revised District Wide RtI: 2015-2016 School Year</p>
	Create and Implement a New Teacher Induction/Mentoring Program	<ul style="list-style-type: none"> <li>•Director of</li> <li>•Student Support Services</li> </ul>	<p>Professional Development</p> <p>Substitute Cost for Release Time for Teachers to Observe</p> <p>Time for Monthly Meetings to be Held</p>	<p>Implementation of District Mentoring / New Teacher Induction 2015-2016 school year with published Meeting Dates Monthly.</p> <p>-sign in sheets</p> <p>-agendas/minutes</p>

			Materials	
	Create a District Wide Professional Development Program/Catalog for Building the Capacity of ALL Staff	<ul style="list-style-type: none"> <li>•Director of Curriculum</li> <li>•Director of Student Support Services</li> </ul>	<p>Budget Allocation for Presenters</p> <p>Time for Planning Sessions based on professional growth needs and district initiatives</p>	<p>Professional Development Offerings Catalog Published—Timeline</p> <p>Planning: Aug-Nov, 2015</p> <p>Review: November, 2015</p> <p>Publish: Dec. 2015-Jan 2016</p>
	Create a program to support the professional development of substitute teachers in our school district	<ul style="list-style-type: none"> <li>•Director of Curriculum</li> <li>•Director of Student Support Services</li> </ul>	Training Materials	<p>Professional Development for Substitutes:</p> <p>Planning: Sept.-Oct 2015</p> <p>Review: November 2, 2015</p> <p>Implementation: Dec. 2015-January 2016</p>
	Embed social and emotional learning standards within core curricula to serve the whole child	<p>Director of Student Support Services</p> <p>PPS Staff</p> <p>Principals</p> <p>Teachers</p>	Social Emotional Supports/Programs/Assemblies for Students	<p>Social Emotional Learning Standards Implementation Ongoing and included in school improvement plans</p> <p>Timeline: SIP Submission UPDATED –Nov. 24, 2015</p>

<p>Priority 2: Establish strategies for engagement with parents and community  Expected Outcome—Improve, through Professional Development, parental and community involvement to support academic efforts in the home environment.</p>				
<p>Goal 3 – Cultivate innovative partnerships with parents, volunteers and the community to provide a sustainable system of support for every child.  Goal 4 – Nurture a culture of high engagement, customer service and cultural competency  Goal 8—Communicate proactively and transparently to strengthen public trust and establish Brookwood as the premier K-8 option.</p>				
Strategies (What needs to be done?)	Action Steps (General topics for implementation)	Person Responsible (Who is accountable for the implementation?) <i>The Superintendent supports &amp; oversees all strategies and action steps of the strategic plan</i>	Resources (What additional resources are required?)	Expected Outcome (When will and what tangible outcome will be achieved?) <i>Timeline</i>
Establish conditions for effective partnerships between schools and families	Implement a Parent University that provides information, updates, and professional development to our parents/families (focus areas: Reading, Math, Technology, STEM/STEAM, Social Emotional Wellness, and other district initiatives).	Director of Curriculum  Director of Student Support Services	Stipends for Presenters  Handouts/Materials  District Budget to Support Initiatives  Refreshments	Parent University will be established during the 2015-2016 school year and meetings will be held monthly. Published Dates Meeting Agendas/Minutes

	<p>Conduct a <i>Parent Needs Survey</i> to provide parents an opportunity to provide input as to the types of trainings and information for which they are interested/needing assistance.</p>	<p>Director of Curriculum</p> <p>Director of Student Support Services PPS Team Principals</p>	<p>Time for Collaboration to Develop Survey</p> <p>Materials used for producing survey/ mailing (hard copies)</p> <p>Tech. Support for access for parents to complete an Online Survey</p>	<p>Parent Needs Survey Timeline Creating Survey Sept-Oct 15 Completion Date: Distribute at Report Card Pick Up First Quarter Oct. 22, 2015</p> <p>Analyzing Survey Date: Nov. – Dec. 2015 Reporting Results Date: Jan. 2016 Planning Sessions to incorporate the input received from parents Date: Feb- May 2016</p>
	<p>Create a <i>Parent Participation Incentive Plan</i> that emphasizes the importance of parent involvement by rewarding points for attending important district/school events and activities. Points can be redeemed at the end of the year for a variety of incentives.</p>	<p>Director of Curriculum</p> <p>Director of Student Support Services Principals</p>	<p>Time for Collaboration Meetings to Develop Plan</p> <p>Publishing Costs for the Plan – Communications (Brochure)</p>	<p>Create a <i>Parent Participation Incentive Plan</i> Planning Dates Oct. 2015- May 2016 Implementation Date:</p>

			Purchase Incentives for Program	2016-2017 School Year
	Create a directory of local/community support services parents can access for attaining additional support and help.	Director of Student Support Services  PPS Team	Time for Collaboration Meetings to Develop Publication  Materials to Produce Brochure/Publishing Costs	Directory of Community Support Services Date – Timeline: Compile Resources Oct. 2015 – May 2016 Publish 2016-2017 School Year
	Explore grants that support funding for establishing and implementing effective Parent Partnership Programs.	Superintendent Business Manager Director of Curriculum  Director of Student Support Services  Principals	Time dedicated for Researching Grant Opportunities	Research available grants for funding parent partnership programs Date – Timeline: Ongoing
	Conduct special events that bring families to school to kick off special functions and/or receive essential information <i>i.e.</i> Back to School Bash, End of Year Celebration, Parent Teacher Conferences, Open Houses, State of the District Night, Family Curriculum Night, Fine Arts Festival, etc.	ALL ADMINISTRATORS and STAFF	District Budget to Support Events/Programs  Cost for Publishing Promotional Flyers  Materials to Support Programs	ONGOING Evidence: Published Dates Completed Flyers Copies of Promotional Materials Sign In sheets when applicable



			<p>Collaboration and Release Time for Planning Activities</p> <p>Staff Extra Duty Pay to Work Special Events beyond Contractual Hours</p>	
		<p>ALL STAFF Superintendent Central Office Directors Principals PPS Team Teachers</p>	<p>Stipends for Presenters</p> <p>Handouts/Materials</p> <p>District Budget to Support Initiatives</p>	

Priority 3: Financial Integrity  
 Expected Outcome—Ensure that Brookwood School District is fiscally solvent.

Associated Goal:  
 Goal 6—Develop a 5-year, long-range financial plan

Strategies (What needs to be done?)	Action Steps (General topics for implementation)	Person Responsible (Who is accountable for the implementation?) <i>The Superintendent supports &amp; oversees</i>	Resources (What additional resources are required?)	Expected Outcome (When will and what tangible outcome will be achieved?) <i>Timeline</i>

		<i>all strategies and action steps of the strategic plan</i>		
Work with the Finance Committee to develop long-term projections to forecast financial needs in order to plan for continued healthy fund balances		Superintendent Business Manager	None at this time	Completed 3-5 year long term projections
Work with the BOE and all stakeholders to monitor month-to-month financial performance				
Stay abreast of financial conditions affecting the district including local tax collections, new school construction, state and local revenues and expenditures		Superintendent Business Manager	Additional Professional Committees	Monthly Financial Updates
Continue successful maintenance of signature academic programs		Superintendent Curriculum Director		
Engage staff and community in the budget development conversation				

Acknowledge the uncertainty of funding from all sources, but use best information we have to prepare our budget		Superintendent Business Manager	Additional Professional Committees	Approved 50-36 State Budget
Address the issue of the potential of teacher pension cost shifts from the State of Illinois to the district to ensure a healthy budget		Superintendent Business Manager	Additional Professional Committees	Stay abreast of information and continue to put political pressure on local reps
Negotiate the teachers and support staff's contract in a fiscal manner		Superintendent Business Manager District Attorney	None at this time	Contracts aligned to CPI and financial forecasting
Manage our escalating partially self-funded insurance future costs		Superintendent Business Manager		Developed a multi- tier healthcare plan
	Create a Healthcare Insurance Committee	Building & Grounds Facilities Director		

	Create a Facilities Maintenance/Operations /Improvement Plan	District Architect		5-10 year Plan
--	--	--------------------	--	----------------

<p>Priority 4: Technology Integration  Expected Outcome—Expand the access to and use of technology to provide innovative learning environments that support 21<sup>st</sup> Century learning.</p>				
<p>Associated Goal:  Goal 7—Increase technology access and integration to support inspired learning and teaching.</p>				
Strategies (What needs to be done?)	Action Steps (General topics for implementation)	Person Responsible (Who is accountable for the implementation?) <i>The Superintendent supports &amp; oversees all strategies and action steps of the strategic plan</i>	Resources (What additional resources are required?)	Expected Outcome (When will and what tangible outcome will be achieved?) <i>Timeline</i>
<p>To Provide 21<sup>st</sup> Century Learning Environments for ALL students District-Wide</p> <p>Ensure equitable access to technology within all classrooms</p>	<p>Conduct a Needs Assessment Survey to Plan and Implement:  -Resource Allocation  -Professional Development</p>	<p>Director of Technology  Tech. Team</p>	<p>Materials for Creating and Distributing Surveys</p>	<p>Technology Needs Assessment Survey  Timeline:  Plan Instrument/Survey for Staff:  October 30, 2015  Review Instrument Survey: November 2015  Implement/Distribute Survey  Dec. 2015 – January 2016  Analyze Results of Survey, Jan-Feb. 2016  Report: Feb. 29, 2016</p>

	Complete a Technology Audit/Inventory for the District (the audit/inventory will be revised and updated on an ongoing basis)	Director of Technology Tech. Team	TBD	Complete a Technology <i>updated</i> Audit/Inventory for the District Plan Conduct: Aug 2015- March 2016 Report Completion: April 2, 2016
	Expand the 1:1 Initiative to ensure ALL students across all grade levels have access to digital tools, devices, etc.	Director of Technology Business Manager	Budget to Support Initiative	Expansion of the 1:1 Initiative to include more grade levels Timeline: Ongoing with BOE Support
	Create a purchase plan and a technology budget for attaining new technologies or replacements needed (for antiquated equipment) as well as connectivity/wiring/bandwidth/infr astructure to support learning in all classrooms	Director of Technology Business Manager	Using Audit to Determine Budget Needed to Support Technology Needs	Create a purchase plan and a technology budget for attaining new technologies or replacements needed Timeline: Jan-March 2016
	Ensure alignment/compatibility of current BMS technologies to the new BMS infrastructure	Director of Technology	TBD	Completion of BMS Alignment/Compatibility Report to be Submitted: March 2016
	Create a District Technology Committee to work collaboratively to update and revise our District	Director of Technology	Time for Collaboration Meetings	Published Dates Agendas Minutes

		Teachers		Spring 2016 & ongoing thereafter
	Stay current regarding technological advances that enhance and improve instruction and learning	ALL ADMINISTRATORS and STAFF	Cost of Conferences and Professional Development Sessions	Stay current regarding technological advances as evidenced by professional sharing/presentations/minutes from meetings—ongoing
	Provide Professional Development to teachers, administrators, classified staff, and PPS team regarding technology integration and new systems/apps/strategies	Director of Technology Director of Curriculum Principals Teacher Leadership Team	Training Materials	Professional Development Sessions will be Provided copies of materials and agendas--ONGOING
	Create a design strategy/plan to implement a Technology Leadership Team that can assist with professional development and technology integration across the district	Director of Technology Director of Curriculum Principals Teachers	Time for Collaboration Meetings	Creation of a Technology Leadership Team within the school district used to leverage leadership for professional development across the district Spring-Summer 2016
	Maintain and expand access for all educators to a Technology Help Desk	Director of Technology Tech. Team	Funding for Staffing Plan	Maintain and expand access for all educators to a Technology Help Desk:

				Ongoing with BOE Support Evidence to Substantiate Implementation: Online Portal, Work Logs, Training Session Logs, etc.  Staffing/Hiring for Position(s)
	Maintain an effective database program (currently POWERSCHOOL) and keep all stakeholders updated on effective use	Director of Technology	Powerschool Subscription	Continued use of POWERSCHOOL  Trainings for POWERSCHOOL Ongoing
	Update and Revise the District Technology Plan	Director of Technology  Director of Curriculum  Principals Teachers	Time for Collaboration Meetings	Begin 2015-2016 School Year and Continue During the 2016-2017 School Year Completion/Submission: Spring 2017
	Establish technology communications so both internal and external stakeholders can access/receive information and progress updates (district <i>i-dash board</i> internal and external, <i>school messenger</i> , web page support-	Director of Technology  Business Manager	Subscription/User Fees for Communication Systems	Continuation of School Messenger Use, Net Ninja Web Page Services, and implement <i>i-dash board</i> 2015-2016 school year with commitment to sustain



	currently <i>Net Ninja</i> , digitalsignage, etc.			these services for 2016-2018.
	Implement technologies that increase efficiency/effectiveness and that leads to greater time management and productivity of staff (AESOP, online registration web based programs, and other services)	Director of Technology  Business Manager		AESOP Implementation: Spring 2016  Info Snap Online Registration Implementation 2015-2016 – completed with continuation 2016-2017
	Ensure current technologies support mandated state and district assessments	Director of Technology  Director of Curriculum (NWEA/Map, PARCC, AIMSweb)  Director of Student Support Services (ACCESS, DLM)	District Budget to Support Technology Plan	Ensure Current Technologies Support Mandated State and District assessments Technology Specifications Report and Plan for Compatibility and Adequate Access to Technology: December 2015
<p>Priority 5: Safe and Secure Environment  Expected Outcome—Maintain a safe, nurturing and culturally responsible learning environment.</p>				
<p>Associated Goals:  Goal 3 – Provide a sustainable system of support for every child</p>				

Goal 4 – Nurture a culture of high engagement, customer service and cultural competency				
Strategies (What needs to be done?)	Action Steps (General topics for implementation)	Person Responsible (Who is accountable for the implementation?) <i>The Superintendent supports &amp; oversees all strategies and action steps of the strategic plan</i>	Resources (What additional resources are required?)	Expected Outcome (When will and what tangible outcome will be achieved?) <i>Timeline</i>
<p><b>Ensure that a safe and secure environment exists for all staff and students</b></p> <p><b>Ensure that district level and school level disciplinary practices and procedures are in compliance with legal mandates and best practice(s)</b></p>	<p>Create a Student Wellness Plan that supports healthy development and growth &amp; Create a Wellness Committee to create, plan, and implement a comprehensive program that supports student health and wellness</p>	<p>Director of Student Support Services</p> <p>PPS Staff</p> <p>Food Service Director</p> <p>Teachers</p>	<p>Time to Meet and Plan</p> <p>ISBE Resources</p> <p>Exemplary School Samples</p>	<p>District Wellness Committee and Plan</p> <p>Plan/Create: 2015-2017</p> <p>Review: Spring 2017</p> <p>Implement 2017-2018 (while staying in compliance with components of ISBE mandates and regulations)</p>
	<p>Coordinate and Plan a Boyz II Men and Girlz II Women Program</p>	<p>Director of Student Support Services</p> <p>PPS Staff</p>	<p>Program Fees</p> <p>Promotional Materials</p>	<p>Plan: 2015-2016</p> <p>Implement: 2016-2017</p> <p>School Year with Program Brochure/Flyer</p>

		Teachers	Incentives for Students	
	Maintain and sustain extracurricular programs that allow ALL students opportunities for positive connections to school and learning beyond the school day.	Business Manager Principals Teacher Sponsors	District Budget to Support Extracurricular Programs and Activities and Stipends for Sponsors and Coaches  IESA Subscription and Participation Fees  SSJHSA (South Suburban Junior High School Association) Participation Fees  Equipment and Supplies to Sustain Extracurricular Programs	Published Activities  Student Participation/Enrollment Records

	<p>Continue Providing Positive Supports/Programs to Students at all Schools</p> <ul style="list-style-type: none"> <li>•PBIS</li> <li>•Conflict Resolution</li> <li>•Social Work Support</li> <li>•District Wide Anti-Bullying Curriculum</li> </ul>	<p>Director of Student Support Services</p> <p>PPS Team</p> <p>Principals</p>	<p>Cost for Assemblies</p> <p>SWIS Database System (PBIS) Subscription Reporting and Recording Referrals</p> <p>PBIS Incentives for every School –Budget</p> <p>Staffing every School with a Full Time Social Worker</p>	<p>Maintain and Sustain Ongoing Implementation of Programs and Activities Currently being Implemented</p> <p>Increases in Student Participation/Engagement in School Programs and Activities</p> <p>Decreases in Disciplinary Referrals using SWIS Database System</p> <p>Decreases in Reports of Bullying</p> <p>Higher Achievement</p> <p>ONGOING</p>
	<p>Revise the District Discipline Handbook Ensuring Policies are in Alignment with Legal Mandates and Responsive to Student Needs</p>	<p>Director of Student Support Services</p> <p>Assistant Principal</p> <p>Teachers and Classified Staff</p> <p>Members</p> <p>Parents</p>	<p>Time for Collaboration Meetings</p>	<p>Revised District Discipline Handbook : January – March 2016</p> <p>Published Revised Handbook for the School Year 2016-2017 presented to BOE April 2016</p>

	<p>Establish, Improve and Expand Community Partnerships</p>	<p>ALL STAFF</p>	<p>TBD</p>	<p>Increases in parent involvement, student engagement and community involvement in district/school activities and functions as evidenced by participation/attendance at school and district functions</p> <p>Community Partnerships Ongoing</p>
	<p>Continue to Conduct Safety Drills and Trainings with Staff and Students</p> <ul style="list-style-type: none"> <li>•Internet Safety / Social Media Safety Training for Students and Parents</li> <li>•Suicide and Depression Training for Staff (junior high)</li> <li>•ADD/ADHD Training for Staff</li> <li>•Training for Medical Needs (food allergies, anaphylactic shock, serious health conditions, etc.)</li> <li>•CPR Training (junior high)</li> <li>•Steroid Abuse (Grades 7-12)</li> </ul> <p>STUDENT TRAINING</p> <ul style="list-style-type: none"> <li>•Alcohol, Drug Use and Abuse</li> </ul> <p>STUDENT TRAINING</p>	<p>Director of Student Support Services</p> <p>Principals</p> <p>PPS Staff</p>	<p>Training Materials and Supplies</p>	<p>ONGOING</p> <p>Reports Completed at the Completion of Each Drill or Training</p> <p>Sign In Sheets</p>

	<ul style="list-style-type: none"> <li>•AIDS Training (Grades 6-12)</li> </ul> <b>STUDENT TRAINING</b> <ul style="list-style-type: none"> <li>•Educators Ethics, Teacher-Student Conduct and School Employee-Student Conduct</li> </ul> <i>All other mandated trainings per ISBE</i>			
	Improve/Expand Pre-School Program	Director of Student Support Services	Professional Development  Cost for Conferences  Time for Site Visits  Time for Collaboration Meetings	3 year Plan: 2015-2017 Review: 2017-2018 Implement: Fall 2018
	Ensure that Brookwood School District 167 Crisis Plans are updated and systems/procedures are in place to prepare and respond to a crisis	<ul style="list-style-type: none"> <li>•Assistant Principal</li> <li>•Crisis Team Members</li> </ul>	Crisis Go Continued Subscription	Crisis Team Meetings Published agendas and minutes <b>ONGOING</b>