

East St. Louis School District 189



Long Range Strategic Plan

Board Approved March 22, 2018

East St. Louis School District 189

Board of Education

KINNIS WILLIAMS, SR., President
MARQUITTA MCAFEE, Vice President
LA KEISHA ADAMS, Secretary
VICTORIA CLAY, Treasurer
LONZO GREENWOOD
IRMA GOLLIDAY
RC CLARK

Cabinet

ARTHUR R. CULVER, Superintendent
DEVON HORTON, Deputy Superintendent
TINA FRYE, Assistant Superintendent
NICK MANCE, Chief Financial Officer

Context and Background

The East St. Louis School District is focused on providing rigorous, high quality education and exceptional educational experiences to the nearly 6,000 students within the community. Across ten school campuses, over 800 full-time district staff provide educational services to students in preschool through 12th grade. Our students reflect the local community: they are a vibrant, resilient and strong.

We want each of our students to thrive and succeed. However, nearly all East St. Louis students enter school at-risk for academic failure due to extreme poverty and challenging socio-economic conditions. Many District 189 students have immense social-emotional stressors that directly affect their school attendance, ability to concentrate on studies and their academic performance.

Most District 189 students qualify as “school dependent” – those who depend on their schools to make a difference in their lives. The Board of Education, district leadership, teachers and staff have an enormous responsibility to serve our students as skillfully, effectively and efficiently as possible. Compounding this mission, the local Board of Education and District leadership are challenged by funding instability. District 189 has one of the highest tax rates in the state of Illinois and one of the lowest Equalized Assessed Values (EAV) or community wealth per student. The per pupil EAV for our District is \$18,792 compared with the state average of \$226,267. These economic conditions present leadership with ongoing challenges to ensure schools have access to resources that will completely address student needs. In order to provide exceptional learning experiences that fully prepare and inspire students for a promising future, District 189 has engaged in a strategic planning process.

Strategic plans help focus entire organizations to ensure that they move beyond “business as usual” and do not get caught up in one new idea after another or one crisis after another. The strategic planning process and culminating product is helping District 189 focus our attention, energy and resources on activities that best support our youth today for for years to come.

This Long Range Strategic Plan is a culmination of dedicated work of the leadership team of District 189. Dr. Zollie Stevenson, Jr., Lead Auditor of Curriculum Management Solutions, Inc., guided the multi-stage planning and drafting activities. The ambitious process began in March 2017 and was reviewed by the Board of Education on October 26, 2017. District, departmental and campus improvement plans are aligned with this Strategic Plan. It has been vetted by a number of key constituents, including Local 1220 and Local 382. Community stakeholders such as parents, community members and others have provided key guidance and feedback to strengthen the strategic document.

We believe the outlined mission, vision, and strategic goals represent a strong collaborative process and provide purposeful direction for the East St. Louis School District. Significant changes in personnel, funding, board policies, state and federal laws or other unknown factors may impact the timeline or execution of these goals. Nevertheless, the following mission, vision, goals and objectives provide a clear roadmap for the District as we ensure educational excellence for our students.

East St. Louis School District 189

VISION

Students in East St. Louis School District 189 are supported physically, socially, and emotionally in a safe and nurturing environment to achieve academic success that prepares them for college, the workforce, and citizenship in the 21st century.

MISSION

To cultivate the potential in every student to thrive as a global citizen by inspiring a love of learning and civic engagement, by challenging and supporting every student to achieve academic excellence, and by embracing the full richness of our community.

GOALS

GOAL 1: ACADEMIC EXCELLENCE

Establish and maintain continuous academic growth for all students using diverse, rigorous, and relevant curricula and assessments.

- 1.1 Revise system level structures (i.e. organizational charts, policies, planning, etc.) to provide clear direction and control for the design and delivery of curriculum and other district functions.
- 1.2 Design and implement a multi-year comprehensive plan to provide clear direction for system initiatives, improve system connectivity, and fully align district and campus resources to curricular goals and priorities.
- 1.3 Develop and implement a comprehensive curriculum management system that coordinates all curriculum management functions, with emphasis on all aspects of curriculum development and delivery (i.e. design, development, implementation, monitoring, evaluation, revision, etc.), in order to promote consistency and quality control across all schools, grade levels, and courses of study.
- 1.4 Design a comprehensive evaluation system utilizing valid measurement tools indicating effectiveness of student learning, teacher instruction, and program implementation as they relate to the achievement of curricular goals.
- 1.5 Develop and implement a three-year cyclical plan to evaluate and respond to resource allocations (i.e. financial, physical, program, etc.) based on data-driven curricular needs.

GOAL 2: FINANCIAL STEWARDSHIP AND ACCOUNTABILITY

Maintain stable funding and sound fiscal stewardship to provide appropriate instructional resources and support services, and to operate facilities at maximum efficiency.

- 2.1 Setup and maintain new financial system “eFinance” software.
- 2.2 Set up and maintain new eFinance software payroll and human resources system.
- 2.3 Create procedures documentation/manuals for all departments and schools.
- 2.4 Create grant procedures and best practice manuals.
- 2.5 Implement a performance-based budgeting and cost allocation system for all schools, departments, programs and services.
- 2.6 Setup and maintain janitorial supplies inventory to ensure efficiency.
- 2.7 Identify and prioritize maintenance of school facilities based on Facility Assessment Report from 2015.
- 2.8 Implement a Preventive Maintenance Program for Buildings and Grounds.
- 2.9 Reassess and update Risk Management Plan to reflect current needs.

GOAL 3: SAFE AND HEALTHY ENVIRONMENTS

Foster a positive culture and climate that supports the health and social-emotional well-being of every student.

- 3.1 Provide all students access to a comprehensive Pre-K through 12 social and emotional learning curriculum and assessment tools.
- 3.2 Ensure District 189 will be a fully implemented, trauma-informed school district that uses social-emotional standards as a basis for reviewing, revising, and implementing policies, procedures, and practices in our district while fully supporting students.
- 3.3 Establish a fully operational Family Engagement Center to support students, parents, and families as well as provide services, support, and engagement in a centralized location.
- 3.4 Ensure all schools encourage a clean, healthy, and positive/supportive lifestyle, culture, and climate for all children.
- 3.5 Apply the use of Multi-Tiered Systems of Support (MTSS) to guide social-emotional supports and interventions at all schools.

GOAL 4: STRATEGIC PARTNERSHIPS

Engage families, community members and all stakeholders in a collaborative process to support academic excellence.

- 4.1 Strengthen alignment and coordination of systems with other East Side Aligned partners to ensure all district children are academically and socially ready/on track at multiple developmental stages.
- 4.2 Support parents' and guardians' ability to engage in their child's academic and social development by providing families with clear expectations about and opportunities to be engaged in their child's learning process.
- 4.3 Expand platforms for developing student leadership and empowering student voice, aligned with community efforts to increase youth civic engagement, leadership and advocacy.
- 4.4 Develop a fully operational method for engaging the faith-based community and civic groups into meaningful participation with student learning.
- 4.5 Design and implement a multi-year career exploration and advising system for youth in grades 8-12 along with employer, higher education and stakeholder partners in order to promote career readiness.

GOAL 5: COMMITTED, HIGHLY EFFECTIVE STAFF

Recruit, hire, retain, and develop highly effective personnel to achieve academic excellence and support student social-emotional health.

- 5.1 Develop a pipeline for staffing that ensures all positions are filled by the beginning of the school year.
- 5.2 Ensure that all staff members are held accountable using a fair, objective evaluation process.
- 5.3 Increase the retention of non-tenured teachers through a mentor program that includes trainings on classroom management, instructional strategies, and academic supports necessary for success in a high poverty, minority school district.
- 5.4 Advance the use the Danielson Evaluation Model to develop highly effective teachers.
- 5.5 Recruit and retain highly effective classroom teachers.