

# **STRATEGIC MANAGEMENT PLAN**

*Executive Director, Tarin Kendrick*

*2017-2020*

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## **Introduction:**

I am pleased to share with you the 2017-2020 NTDSE Strategic Plan. This plan was developed with input from a diverse team of parents/families, staff, Governing Board members, Superintendents, District liaisons and community members. These Stakeholders helped create this plan through a SWOT (Strength, Weakness, Opportunities, and Threat) analysis conducted by the Governing Board in the Spring of 2017. Through the SWOT analysis and survey data, this document was created to help chart the future of NTDSE. I would like to express my sincere gratitude to all those who volunteered their time and talents to help create this plan to guide our future.

The diligence and foresight of our Planning Team reaffirmed the existing Mission (2007), Beliefs (2007), Vision (2011) and Purpose(2011) statements that have guided our organization. The Planning Team focused on updating the NTDSE Traditions. Traditions clearly communicate the practices on which NTDSE invests, prioritizes, and focuses its efforts. The team also created five Strategic Priorities that include goals, objectives, action steps and verification indicators. These Strategic Priorities now represent core components of our work for the next three years.

As with any planning document, I ask that you view the NTDSE Strategic Plan as a dynamic rather than a static resource. This plan can be modified, as needed, to reflect changes in educational needs or available resources. The Governing Board and NTDSE Community can expect bi-annual updates on the progress of this plan as well as regular demonstrations of the connectedness between our plan and recommendations to the Governing Board.

I encourage you to view this Strategic Plan and familiarize yourself with this important planning tool for NTDSE. As always, thank you for your support of NTDSE.

## **Mission Statement:**

The Niles Township District for Special Education, in collaboration with its member school districts and families, provides an array of quality programs that create optimum learning experiences to meet each child's specialized needs.

## **Core Values and Beliefs:**

- NTDSE believes that programs and student interventions should be based upon sound research and provide documented evidence of their effectiveness.
- NTDSE supports and helps build effective programs in member districts through research-based intervention programs and quality professional development.
- NTDSE believes in strong, meaningful, collaboration with families to meet their children's changing needs.
- NTDSE is an advocate for public policy and legislation benefiting children with special needs.

## **Vision Statement:**

To be recognized as an organization out in front of education.

## **Purpose Statement:**

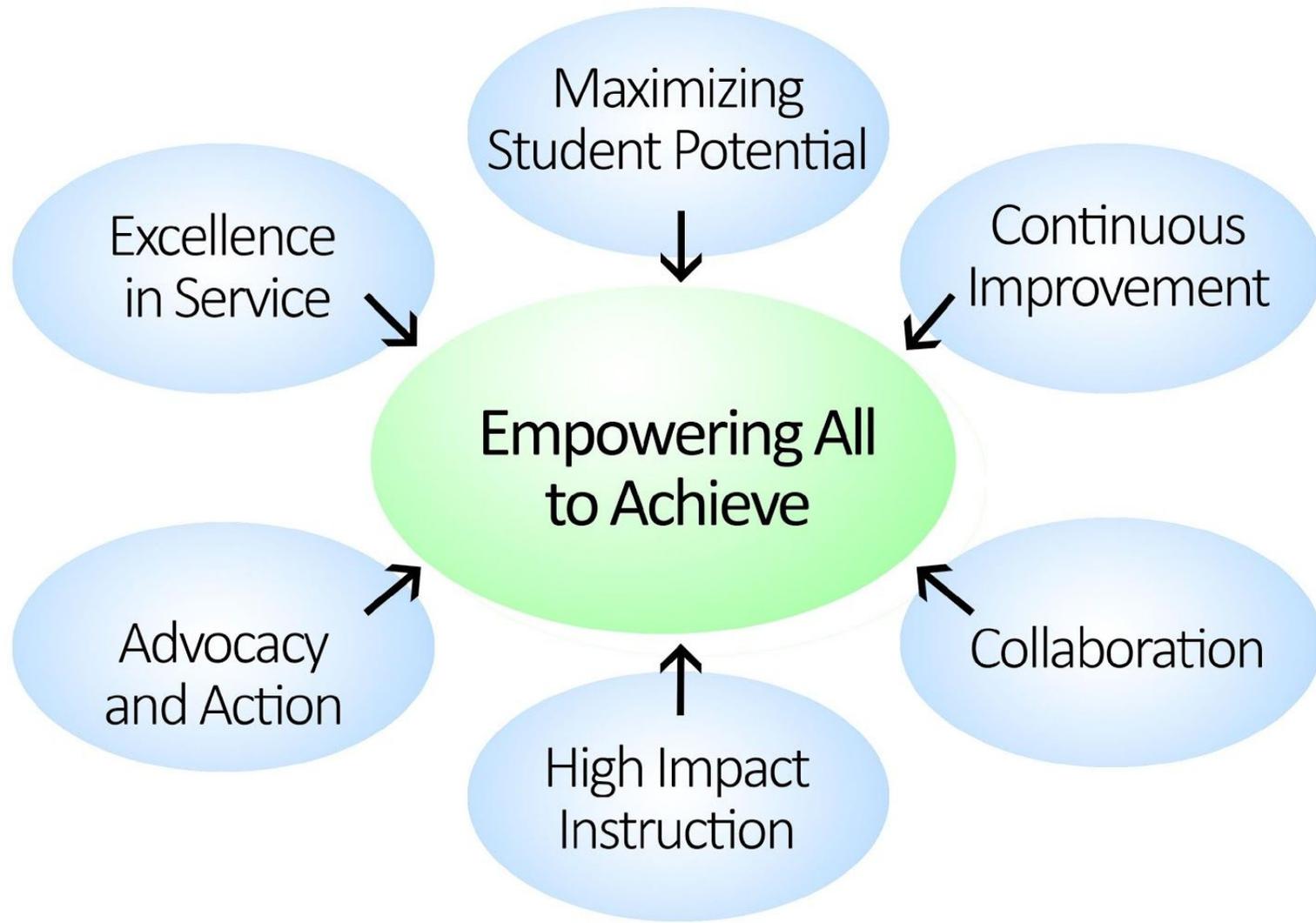
Empowering all to achieve.

## **Traditions:**

- Maximizing Student Potential
- Continuous Improvement
- Collaboration
- High Impact Programming
- Advocacy and Action
- Excellence in Service

# FRAMING YOUR FOCUS

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## **Strategic Priorities:**

### **Strategic Priority 1: Building a Connected Community**

*Expand the systematic connections of all stakeholders.*

### **Strategic Priority 2: Image and Awareness**

*Refine the District's image and increase awareness.*

### **Strategic Priority 3: High Impact Programming**

*Provide all children with access to high impact services.*

### **Strategic Priority 4: Partnerships**

*Develop and maintain family and community partnerships to foster collaboration, cooperation, and support.*

### **Strategic Priority 5: Facilities**

*Ensure that facilities meet the ever-changing needs of our students.*

# Strategic Priority 1: Building a Connected Community

GOAL: <i>Expand the systematic connections of all stakeholders.</i>				
OBJECTIVES	ACTION PLAN	VERIFICATION INDICATOR	GOAL CHAMPION	TIMELINE
Ensuring systematic connections of students to their schools	Collect baseline data through surveys and observations	Report and/or publish results of survey data <b>May 2018:</b> <ul style="list-style-type: none"> <li>An initial survey sent out to families. We had 99 responses.</li> <li>93.1% feel a positive sense of connection to Molloy</li> <li>91.6% feel a positive sense of connection to Satellite locations</li> </ul>	Candice	17-18
	Establish a unified process that includes procedures, checklists, and trainings	Observation of other entities who are successful with student connections		18-19
	Continuous and maximum integration of students	Development of procedure, checklists, and trainings: <b>May 2018:</b> <ul style="list-style-type: none"> <li>Guidance document for Principals</li> <li>Music Therapy has reverse integration opportunities for satellite locations</li> <li>Disability awareness is provided to select satellite locations</li> </ul>		ongoing
Fostering connections among all NTDSE staff	Collect baseline data through climate and culture survey	Report and/or publish results of survey data	Sheila	17-18

	Intentional communication	<p><b>May 2018</b></p> <ul style="list-style-type: none"> <li>● 100% of Paraprofessional responses <ul style="list-style-type: none"> <li>○ 87% of Paraprofessionals feel like they are always or often a valued member of their team.</li> <li>○ 75% of Paraprofessionals are highly satisfied with their job.</li> </ul> </li> </ul> <p>Copies of specific internal communication</p> <p><b>May 2018:</b></p> <ul style="list-style-type: none"> <li>- Paraprofessional Communication Survey</li> <li>- Monthly Executive Director emails</li> <li>- Monday memos- Principal and Director</li> <li>- Birthday emails</li> <li>- Staff Smackdowns</li> </ul>		17-20
	Develop a peer partnerships model	The model has been created		18-19
Strengthening connections of families to NTDSE	Collect baseline data through surveys and participation trends	<p>Email, newsletters, participation data, survey results</p> <p><b>May 2018</b></p> <ul style="list-style-type: none"> <li>- Parent Support Group Average Attendance= 8.3</li> <li>- Meyer Parent Group Average Attendance= 5</li> <li>- NTDSE Family Connection (75 responses )</li> </ul> <p>Of the responses:</p>		17-18

	<p>Establish guidelines that include communication and participation and develop resources to support culturally and linguistically diverse students and their families.</p>	<ul style="list-style-type: none"> <li>- 93% satisfied with the content of the communication I receive from Niles Township District for Special Education (NTDSE).</li> <li>- 91% are satisfied with the frequency of the communication I receive from NTDSE.</li> <li>- 88% feel NTDSE respects my family's cultural and linguistic background. 11% are neutral</li> <li>- 92% of the families feel a positive sense of connectedness to NTDSE. 11% neutral</li> </ul> <p>Guidelines have been created</p>		<p>18-19</p>
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## Strategic Priority 2: Image and Awareness

<b>GOAL:</b> <i>Refine the District's image and increase awareness.</i>				
OBJECTIVE	ACTION PLAN	VERIFICATION INDICATOR	GOAL CHAMPION	TIMELINE
Establishing the image	Explore marketing opportunities to assist with branding the organization	A partnership with a marketing company has been researched <b>May 2018:</b> <ul style="list-style-type: none"> <li>Have information from 2 companies. Will meet with the Governing Board Strategic Plan Committee in the summer and make a recommendation to the Governing Board in August 2018</li> </ul>	Tarin	17-18
	Explore new logo	New logo created		18-19
Creating and implementing an awareness campaign	Educate audience Create a "steering committee" with general education and special education liaisons.  Teacher liaison in gen ed building  Attend Staff Meeting to educate and/or promote NTDSE	Steering committee created <b>May 2018:</b> <ul style="list-style-type: none"> <li>Teacher liaison volunteers obtained</li> <li>Orientation completed</li> <li>Ongoing communication occurring with monthly updates</li> <li>Sheila attended (2) district leadership meetings to share about NTDSE</li> </ul>	Tarin and Becky	18-19
	Inform audience Cross promote services of NTDSE and member districts through	Social media reports <b>May 2018</b>		18-19

	social media.  Utilization of social media strategies, ie, Facebook, Constant Contact, Twitter	- <a href="#">Facebook report</a>		17-20
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## Strategic Priority 3: High Impact Programming

<b>GOAL:</b> <i>Provide all children with access to high-quality services.</i>				
OBJECTIVE	ACTION PLAN	VERIFICATION INDICATOR	GOAL CHAMPION	TIMELINE
Developing common program maps aligned to relevant standards and high expectations to meet all students' ever-changing needs	Establish a student learning committee that will develop guidelines for: Curriculum implementation Instructional approaches Assessments	The committee has been established <b>May 2018:</b> - Committee has met 3 times - Survey created for staff	Candice, Kristin, Francesca	2017
	Evaluate the guidelines through student progress data.	Guidelines have been developed		18-20
	Create and implement a rubric to measure and observe the fidelity of programming.	Student progress data		19-20
	Engage in a process of continuous problem-solving	The rubric has been created. <b>May 2018:</b> • Coaches will train teams at the start of the 2018 -19 school year on the rubric		17-20
Providing staff with professional learning opportunities.	Increase capacity through coaching	Evaluate and refine curriculum through the use of learning maps <b>May 2018</b> • EC literacy standards have been aligned to units • Social-Emotional units are based on Social Thinking concepts aligned to Illinois Social Emotional Learning Standards		17-20

	<p>Develop and implement specific learning communities.</p> <p>Evaluate impact of coaching and learning communities through student progress, survey, and observation data</p>	<ul style="list-style-type: none"> <li>• Satellite literacy units are aligned to the Illinois Essential Elements</li> <li>• Project ABE partnership to support the development of literacy and mathematics instruction</li> </ul> <p><b>May 2018:</b></p> <ul style="list-style-type: none"> <li>• Developed an instructional playbook</li> <li>• New Educator Mentor Program is aligned to district priorities and Scientific Teaching</li> </ul>		<p>17-20</p> <p>17-20</p>
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## Strategic Priority 4: Partnerships

<b>GOAL:</b> <i>Develop and maintain family and community partnerships to foster collaboration, cooperation, and support.</i>				
OBJECTIVE	ACTION PLAN	VERIFICATION INDICATOR	GOAL CHAMPION	TIMELINE
Increasing family engagement in both social and learning opportunities	Evaluate family participation and satisfaction through event attendance and survey data.	Survey and attendance data	Chris & Sheila	17-18
	Intentional communication between: District and Family School and Family Classroom and Family	Communication examples, ie, newsletters, email, social media reports <b>May 2018</b> - Parent Support Group Average		17-20

	<p>Engage in a process of continuous problem-solving regarding family engagement.</p> <p>Enhance and expand ownership opportunities such as:  Parent support groups  Dining out  SEED Foundation</p>	<p>Attendance= 8.3</p> <ul style="list-style-type: none"> <li>- Meyer Parent Group Average Attendance= 5</li> <li>- Parent Support Group established</li> <li>- See <a href="#">Facebook report</a></li> <li>- Parent Survey</li> <li>- Monthly email updates to Township administrators and teacher liaisons</li> </ul> <p>Minutes from family engagement committee meetings</p> <p>Comparative data year-to-year  <b>May 2018</b></p> <ul style="list-style-type: none"> <li>● Baseline Data <ul style="list-style-type: none"> <li>○</li> </ul> </li> </ul>		<p>17-20</p> <p>year-year</p>
Expanding partnerships within Niles Township	Foster outreach with the business community through communication, presentations, Open House events, and awareness training	<p>Donations and Support, Communication artifacts</p> <p><b>May 2018</b></p> <ul style="list-style-type: none"> <li>- MNASR</li> <li>- Knights of ColumbusCandy Days</li> <li>- SWANCC Grant</li> <li>- Rice Grant</li> <li>- Rotary Club</li> <li>- Morton Grove Chamber</li> <li>- MCC</li> <li>- Rainbow Therapy</li> </ul>		18-20
Enhancing partnerships with social service agencies within Niles Township	<p>Increase awareness of social service supports available to families by:  Social worker to staff  Social worker to families</p> <p>Help the educational team connect with</p>	<p>Presentation Materials, Pre and Post Awareness Survey</p> <p>Pre and Post Awareness Survey, usage</p>	Francesca	18-20

	agencies that can assist them such as: English Language Learner Center Park Districts Department of Human Services Adult Programming Mental Health Services	percentage		
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## Strategic Priority 5: Facilities

<b>GOAL:</b> <i>Ensure that facilities meet the ever-changing needs of our students.</i>				
OBJECTIVE	ACTION PLAN	VERIFICATION INDICATOR	GOAL CHAMPION	TIMELINE
Maximizing space at the Molloy Education Center	Continuous implementation and prioritization of the facility plan	Annual facility plan update <b>May 2018</b> <ul style="list-style-type: none"> <li>In Progress, will be completed end of June 2018</li> </ul>	Kathy	2017-20
	Identify future needs to determine long-term space utilization	Future needs have been identified <b>May 2018</b> <ul style="list-style-type: none"> <li>Space utilization study will be completed Fall 2018, upon approval of Governing Board</li> </ul>	Chris	2017-20
	Adapt the facility to meet the needs of our students	The facility has been adapted as needed. <b>May 2018</b> <ul style="list-style-type: none"> <li>Pending Report recommendations</li> </ul>	Chris and Kathy	2017-20
	Explore and procure grant opportunities for building enhancements	An application for a grant has been submitted. <b>May 2018</b>	Tarin, Chris, and Kathy	2017-20

		<ul style="list-style-type: none"> <li>● Received \$25,000 Rice Grant</li> <li>● Received \$2,400 SWANCC Grant</li> </ul>		
Optimizing satellite programming in member districts	Identify future needs to determine long-term space utilization	<p>Future needs have been identified by enrollment data.</p> <p><b>May 2018</b></p> <ul style="list-style-type: none"> <li>● Increase Satellite by One Location</li> <li>● Planning based on Student and member districts' current and long-term needs</li> </ul>	Tarin and Candice	2017-20
	Continue open communication with member districts to articulate facility needs in order to foster shared ownership	<p>Space has been procured.</p> <p><b>May 2018</b></p> <ul style="list-style-type: none"> <li>● Increase Satellite by one Location</li> </ul>	Tarin and Candice	2017-20
		<p>Minutes from the NTSA meetings</p> <p><b>May 2018</b></p> <ul style="list-style-type: none"> <li>● Updates provided at Monthly Governing Board Meetings</li> </ul>	Tarin and Candice	2017-20

## Definitions

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**Goals:** *Statements that clearly define and prioritize the organization's expectations. Goals should be bold and realistic statements that set a general direction, with enough specificity to be helpful.*

- *Maintenance goals*
- *Enhancement goals*
- *Exploratory goals*

**Objectives:** *The statement of objectives is the planning organization's commitment to achieving specific, measurable end results. Must achieve if the organization is to accomplish its mission and be true to its beliefs.*

**Actions Steps:** *A detailed description of the specific actions required to achieve specific results necessary for the implementation of the objectives.*

**Verification Indicators:** *Tell us where we should obtain the data necessary to prove the objectives defined by the indicator have been reached.*

**Traditions:** *Clearly communicate the practices in which NTDSE invests, prioritizes, and focuses its efforts.*

**Stakeholders:** *Includes members of the broader school community including staff members, students, families, community members, and the service and business community.*

**Core Values and Beliefs:** *Are the guiding principles that dictate behavior and action; they create an unwavering and unchanging guide.*