Strategic Management Survey

Presented to:
Board of Education
Administrative Council
Faculty Advisory Committee
Classified Action Team

March 2025

WEST CHICAGO ELEMENTARY SCHOOLS

DISTRICT 33

Together for Excellence ★ ¡Juntos por la Excelencia!

2026 ACHIEVE

Inspire. Empower. Achieve.

District 33 Mission

Equip students to become life-long learners who embrace diversity, welcome innovation, and aspire to be catalysts for positive change and growth.

District 33 Vision

To be recognized as the school district that fosters:

- An innovative, rigorous & future-oriented education
- A culture of equity, diversity & personalized learning
- Student agency to develop voice, choice, ownership & self-sufficiency
- Active community partnerships

District 33 Core Values

- Collaboration
- Equity
- High expectations
- High levels of engagement
- Partnerships
- Student voice & choice
- Support for the whole child
- Trusting relationships

Portrait of a Graduate

- Clear communicator
- Collaborator
- Critical thinker & problem-solver
- Empathetic
- Culturally aware
- Resilient
- Technologically adaptable
- Advocate for self & others

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KEY PERFORMANCE INDICATORS, MEASURES, AND TARGETS WILL BE ALIGNED TO EACH GOAL AREA

GOAL #1
STUDENT GROWTH & ACHIEVEMENT

Ensure all students meet challenging academic, physical, and social-emotional standards.

GOAL #2
LEARNING CULTURE OF EQUITY, ENGAGEMENT & AGENCY

Cultivate a welcoming, nurturing, and student-centered learning environment that embraces student curiosity and originality, and is aligned to clear learning expectations.

GOAL #3
PROFESSIONAL CULTURE OF TEAMWORK & CONTINUOUS IMPROVEMENT

Embrace a culture of collaboration, inclusivity, trust, innovation, and professional growth that attracts, develops, and retains a diverse, high-quality staff.

GOAL #4
FAMILY ENGAGEMENT & COMMUNITY PARTNERSHIPS

Collaborate and communicate with our families and community to build strong relationships and increase equitable opportunities that help students and families thrive.

GOAL #5
EFFECTIVE & INNOVATIVE USE OF RESOURCES

Meet the evolving needs of our students by leveraging all available resources to provide high-quality programs and services, and innovative technology and learning environments, while maintaining fiscal responsibility.

GOAL #1 STRATEGIES

Strategy #1: We will implement a consistent, multi-tiered system of support (MTSS), across all ages and groups, that promotes the holistic development of every student academically, physically, and social-emotionally.

GOAL #2 STRATEGIES:

Strategy #2: We will embed identifiable common learning expectations and tools that result in increased student agency (voice and choice) in learning experiences and a more equitable student-centered learning environment.

Strategy #3: We will implement, in partnership with families, developmentally appropriate expectations, structures, processes, and monitoring tools that demonstrate students own their learning.

Strategy #4: We will add new extracurricular student opportunities at elementary and middle school levels that will increase student engagement and build positive relationships.

GOAL #3 STRATEGIES:

Strategy #5: We will set and achieve common expectations for staff collaboration, teamwork, and shared decision-making opportunities through training, support, and shared accountability across all levels.

GOAL #4 STRATEGIES:

Strategy #6: We will foster community partnerships in order to minimize non-academic barriers, engage families, and provide experiential opportunities for students.

GOAL #5 STRATEGIES:

Strategy #7: We will upgrade existing infrastructure and provide resources to create safe, progressive, and productive learning and working environments.

Strategic Management

Strategic management is all about knowing if we are doing the RIGHT things. Helping students, teachers, families, the community and management until the 8 Dimensions goes a long way to enhancing strategic management. Strategic management leads to continuous improvement.

- Perry Solwedel

3

Strategic Management System Dimensions

Eight Dimensions of a Strategic Management System

- **Leadership and Governance**
- **Performance Culture and Change Management**
- **Strategic Thinking and Planning**
- **Alignment and Operationalizing Strategy**
- **Performance Reporting, Analyzing, and Informing**
- **Strategic Project and Portfolio Management**
- **Process Improvement**
- **Sustainability**

Strategic Management

Dimensions	Descriptions
Leadership and Governance	- Clearly define roles and responsibilities - Communicate clearly, especially vision, mission, values, and strategy, - Eliminate obstacles - Motivate desired behaviors - Create individual and collective accountability
Performance Culture and Change Management	- Identify and address resistance to change at various organizational levels - Understand different change models - Maintain clear communication throughout the district - Evaluate the impact of transitioning to a stronger performance culture
Strategic Thinking and Planning	- Thoughtful process involving data analysis, risk assessment, readiness evaluation, and alternative future scenarios - It requires a deep understanding of the key elements of strategy and how they interconnect to form a cohesive vision for the future - Comprehensive analysis to build strategic plan
Alignment and Operationalizing Strategy	- Work is carried out with agility and efficiency across departments and programs - Employees are empowered to succeed and understand how their roles contribute to overall success - Processes are streamlined and aligned with strategy to meet stakeholder needs effectively

Strategic Management

Performance Reporting, Analyzing and Informing	- Effective visual communication and context are essential for maximizing the impact of performance data. - Identify the proper measures for goals and strategies, operations, projects, risk, and behavior - Establish a consistent reporting cadence and follow-through - Understand methodologies for developing and utilizing measures - Visualize performance data; and engaging leadership in the process.
Strategic Project and Portfolio Management	- Assist project managers and leaders in aligning projects with strategy and managing them more strategically - Strong project leadership and governance and organizational structures such as Strategy Management
Process Improvement	- Aims to enhance stakeholder and internal processes by eliminating bottlenecks, reducing rework, removing redundant steps, and improving overall quality - Requires horizontal strategic thinking - Integrate technology and best practices to achieve better outputs and outcomes.
Sustainability	- Relies on how effectively an organization focuses on its strategic vision, plans, and initiatives. - Motivate employees to perform with a sense of urgency and accomplishment

Strategic Management: Survey Questions

Leadership and Governance: What do you think is the current level of performance in regard to the evidence of leadership and governance at your school district?

Performance Culture and Change Management: What do you think is the current level of performance in regard to the evidence of performance culture and change management exhibited by leadership and employees at your school district?

Strategic Thinking and Planning: What do you think is the current level of performance in regard to the evidence of strategic thinking and planning exhibited by leadership and employees at your school district?

Alignment and Operationalizing Strategy: What do you think if the current level of performance in regard to the evidence of alignment and operationalizing strategy exhibited by leadership and employees at your school district?

Strategic Management: Survey Questions

Performance Analyzing, Reporting and Informing: What do you think is the level of current level of performance in regard to the evidence of performance analyzing, reporting and informing exhibited by leadership and employees at your school district?

Strategic Project and Portfolio Management: What do you think is the current level of performance in regard to the evidence of strategic project and portfolio management exhibited by leadership and employees at your school district?

Process Improvement: What do you think is the level of current level of performance in regard to the evidence process improvement exhibited by leadership and employees at your school district?
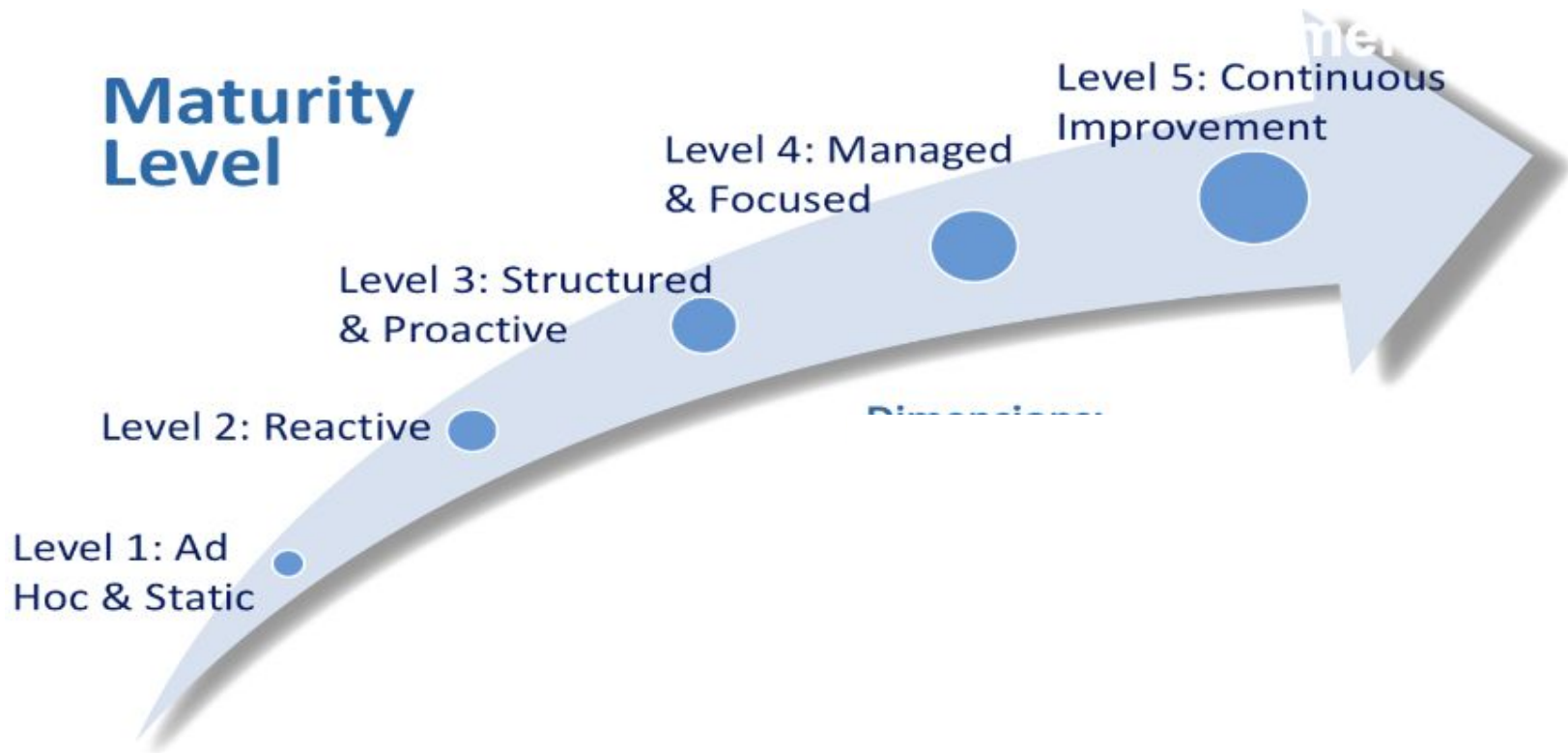
Sustainability: What do you think is the current level of performance in regard to the evidence of sustainability exhibited at your school district?

Strategic Management Survey Directions

To assess an organization's strategic maturity, simply select the maturity level that best describes your organization for each dimension. Read the descriptions and identify the most appropriate level (1-5) for each of the dimensions in your organization.

Knowing this level will allow you to determine appropriate next steps to take your organization's strategic management to the next level.

Strategic Management Survey Levels

Maturity Level

Level 5: Continuous Improvement

Level 4: Managed & Focused

Level 3: Structured & Proactive

Level 2: Reactive

Level 1: Ad Hoc & Static

Strategic Management Survey Levels

Level 3 - Structured & Proactive

- Formal structures and processes in place to comprehensively and proactively engage in strategic planning and management
- These activities occur on a fairly regular basis and are subject to some degree of improvement over time
- Measurements are somewhat aligned with strategy
- Employee accountability is taken seriously

Strategic Management Survey Levels

Level 4 - Managed & Focused

- Strategy drives focus and decision making for the organization
- Organization-wide standards and methods are broadly implemented for strategy management
- Leaders formally engage employees in the process
- A measurement and accountability work culture help drive strategic success for the organization

Strategic Management Survey Levels

Level 5 - Continuous Improvement

- Strategic planning and management excellence are embedded within the culture of the organization and are continuously improved in a formal sense
- First the organization analyzes how it is performing towards its strategic goals
- Second the organization then studies how effective the strategic planning and management processes are and adapts as necessary
- Excellence in strategic management drives the organization's competitive edge or performance success

Strategic Management Trends

Dimension	2020 n= 27	2022 n=25	2023 n=43	2024 n=43
Leadership	3.41	3.84	3.40	⬆ 3.91
Values and Culture	3.19	3.76	3.65	⬆ 3.71
Strategic Thinking and Planning	3.30	3.56	3.60	⬆ 3.67
Alignment	2.70	3.56	3.33	⬆ 3.49
Performance Measurement **	3.48	3.68	4.00	⬇ 3.70
Performance Management **	3.19	3.72	3.44	⬆ 3.60
Process Improvement	2.81	3.32	3.42	⬆ 3.40
Sustainability	2.70	3.52	3.02	⬆ 3.30

Sustain	3.8 to 5.0
Emerge	2.4 < 3.8
Begin	< 2.4

** - Area of Focus for 2024-2025 School Year

The Emerge level is a strong starting point.

Next Steps

Survey Window: March

Stakeholder groups:
    Board of Education - 7 Board Members
    Administrative Council - 39 D33 Administrators
    Faculty Advisory Committee - 24 members (13 Ad Council Members)
    Classified Action Team - 18 members (12 Ad Council Members)

Thank you!

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Presented by: Cathy Park
Director of Assessment and Accountability

Strategic Management Survey - 2024 Breakdown

Dimension n=43 2024	Level 1	Level 2	Level 3	Level 4	Level 5	Average Level
Leadership	1	1	14	22	5	**3.91**
Values and Culture	0	2	13	26	1	**3.71**
Strategic Thinking and Planning	0	3	16	16	8	**3.67**
Alignment.	0	3	22	12	6	**3.49**
Performance Measurement	0	5	11	24	4	**3.70**
Performance Management	0	3	20	16	6	**3.60**
Process Improvement	0	6	19	13	5	**3.40**
Sustainability	1	2	22	9	7	**3.30**

Assessment: Strategic Management Maturity Model 2024

Dimension:	Level 1: Ad hoc & Static	Level 2: Reactive	Level 3: Structured & Proactive	Level 4: Managed & Focused	Level 5: Continuous Improvement
Leadership	Leaders dictate/command & control; otherwise disengaged	Leaders dictate but gather feedback sporadically	Leaders model desired behaviors and values but engage with direct reports only	Leaders empower many employees through ongoing engagement	Leaders & employees fully engage in a continuous dialog based on a team-based culture
Culture & Values	Vision and values undefined or not shared	Vision & Values published, but not lived	Vision & Values communicated and understood	Vision & Values collaboratively developed & reviewed	Vision & Values are fully integrated into the organization's culture
Strategic Thinking & Planning	No strategic planning occurs within the organization; no goals defined	Strategic planning is the responsibility of a small team and dictated to the organization	A structured and open planning process involves people throughout the organization	Plans are developed and revised regularly by trained, cross-functional planning teams	Strategy drives critical organizational decisions and a continuous improvement planning process is maintained
Alignment	Work is narrowly focused based on organization structure, with little customer input	Customer needs and feedback start to influence more aligned decision-making	Employees know their students, families, and community, and align strategy to those needs	Vision, customer needs, strategy and employee reward and recognition systems are cascaded and aligned	All structures and systems are aligned with strategy, and organizational alignment is continuously improved
Performance Measurement	No data, or only ad hoc performance measures are collected	Performance data collected routinely, but are mostly operationally focused	Strategic performance measures are collected, covering most strategic goals and action plans.	Strategic measures are broadly used to improve focus & performance and inform budget decisions	Measurements are comprehensively used and routinely revised based on continuous improvement
Performance Management	No emphasis on using performance as a criterion to manage the organization	Performance reviews required but not taken seriously; little accountability	Measures are assigned owners and performance is managed at the organization & employee levels	Measurement owners are held accountable and performance is managed at all levels	Organizational culture is measurement and accountability focused; decisions are evidence-based
Process Improvement	Processes are undocumented and ad hoc with evident duplication and delays	A few key processes documented, and process improvement models/frameworks introduced	All key processes are identified and documents and strategy guides successful process improvement	All key processes are tracked and improved on a continuous basis and new process improvement ideas are accepted	Employees are empowered and trained, and formal process exists for improving process management
Sustainability	Lack of structure and champions lead to short-term focus on tasks	Strategy "champions" identified	Formal organization structure in place to maintain focus on strategy	Organization has an "Office of Strategy Management" or equivalent	Strategic thinking and management are embedded in the culture of the organization

Strategic Management Survey Levels

Level 3 - Structured & Proactive

- Formal structures and processes in place to comprehensively and proactively engage in strategic planning and management
- These activities occur on a fairly regular basis and are subject to some degree of improvement over time
- Measurements are somewhat aligned with strategy
- Employee accountability is taken seriously