Strategic Management Survey:
Pre-Survey Information

Presented to:
Faculty Advisory Committee
Administrative Council
Board of Education

December 2024

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

BOARD MEMBERS

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SUPERINTENDENT

Kristina Davis, Ed.S

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 - Overview

- This management tool is used by the healthcare and business industry and is slowly becoming a tool to support school districts.
- Currently, we are one out of five school districts in Illinois that use this Strategic Management tool.
- We are using this tool to help build a strong organizational system in District 33.
- Each of our goals and action plans have leading and lagging indicators to help track our progress toward each goal.
- We have been working with a coach to help us learn about each area of strategic management, analyze the data from our surveys and then build action steps to improve our performance in the district.

"Students must be strategic managers of their learning. Teachers are strategic managers of their classrooms and teams. Principals are strategic management of their schools. Superintendents are strategic managers of their districts. When superintendents empower principals and principals empower teachers and teachers empower students to be strategic managers, performance has the greatest change to continuously improve." Perry Soldwedel

Strategic Management Survey Dimensions

Eight Dimensions of a Strategic Management System

- **Leadership**
- **Culture & Values**
- **Strategic Thinking & Planning**
- **Alignment**
- **Performance Management**
- **Performance Measurement**
- **Process Improvement**
- **Sustainability**

The survey is administered through our CEC consultants who have been trained by the Strategic Management Group, currently Dee Molinare, Ed.D., Catalyst for Educational Change | 6466 W. North Ave. | Chicago, IL 60707

Strategic Management Survey Facts
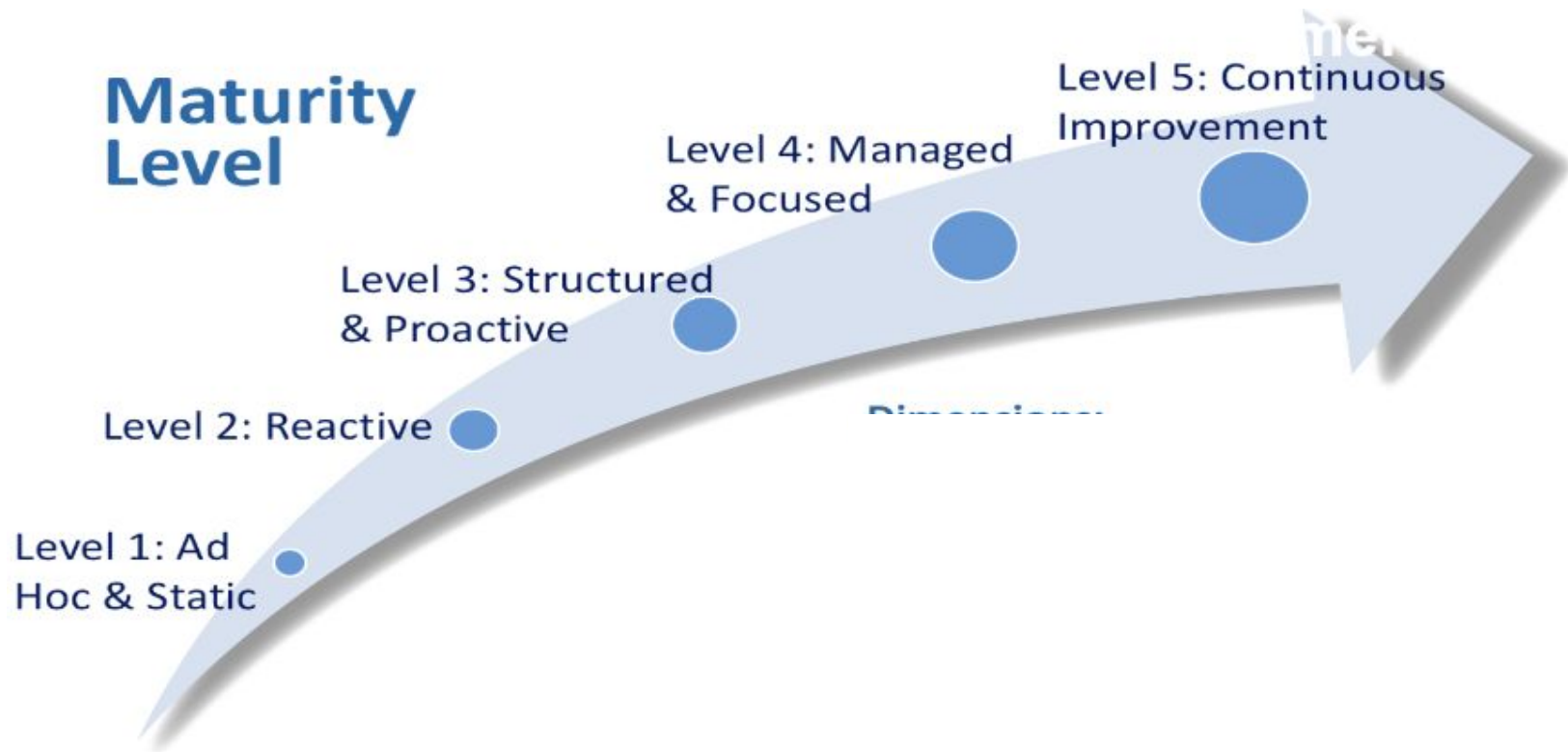
Why use this survey?

- Assess the **growth and performance** of the district
- Allow **benchmarking across districts or departments within a district** to compare and learn from one another

With the survey results:

- **Identify** the district's **current level** of strategic maturity

- **Identify improvements** to help us get to the next level of systems based continuous improvement

- Guides leaders to **identify** what specific dimensions of strategic management have higher **priority for improvement** initiatives

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Strategic Management Survey Levels

Maturity Level

Level 1: Ad Hoc & Static

Level 2: Reactive

Level 3: Structured & Proactive

Level 4: Managed & Focused

Level 5: Continuous Improvement

District 33 Scores

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.

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

Area of Focus: Performance Measurement

Area of Focus: Performance Measurement
- Measuring team and organization performance,
  - not just individual performance
- Ensuring a progress monitoring system
- Ensuring a results orientation not an activity orientation

Year	2020	2022	2023	2024
Score	3.48	3.68	4.00	3.70

Core Actions:
- Measuring district, school, team results

- Prioritizing measurable outcomes goals that are SMART

- Utilizing baseline data by which to set challenging yet attainable targets

- Implementing a data analysis protocol that defines what kinds of data are necessary for which level of the organization – district, school, team, individual teacher, individual student

- Using satisfaction, demographic and fiscal data to determine goals, identify KPIs and set targets

Where in the organization: BLT, PLC, Data Walls and Scorecards

Area of Focus: Performance Management

Year	2020	2022	2023	2024
Score	3.19	3.72	3.44	3.60

Area of Focus: Performance Management
- The degree to which performance metrics are used in decision making
- Degree to which leaders and staff feel they have the information they need to make decisions

Core Actions:
- Goals align across every level of the organization
- Implementing a School Improvement Process (SIP) that aligns school goals to both district and team goals with annual spring Data Retreat where school results assessed and new goals are set
- Establish common monitoring forms, makes the right data available for the right audience and includes feedback loops
- Aligning goals and targeted results to administrative performance evaluations

Where in the organization: Strategic Plan KPIs, Building Plans on a Page, Growth measures

Next Steps

Survey Window: Late January - early February

Survey Administrator:

Stakeholder groups:
               Board of Education
               Faculty Advisory Committee
               Administrative Council

Results: Early March
               Cabinet ⇨ Participants ⇨ All Staff