



2025 - 2030 | STRATEGIC PLAN

School District U-46

Elgin, Illinois
February 2025

DRAFT



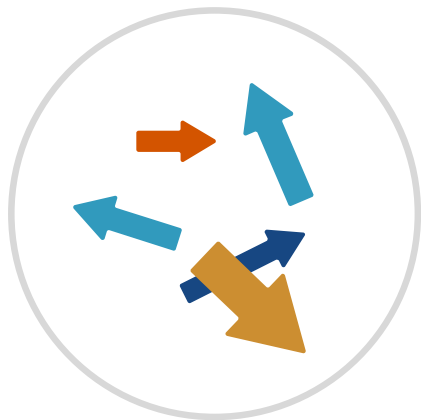
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OUTLINE

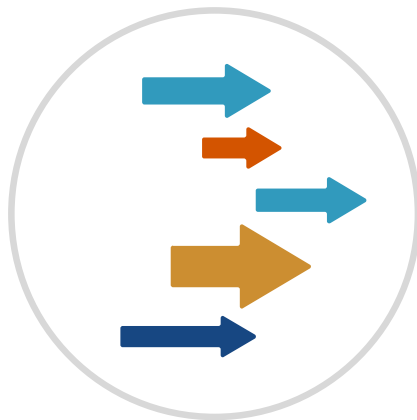
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The Power of Alignment

Misalignment



Alignment



A primary aim of
planning
is unity of purpose, or
alignment

Alignment: getting people, process, program and structure on the same page, going in the same direction.

Participants & Engagements

Embracing Diverse Voices & Perspectives

*Meaningful engagement
strengthens understanding,
appreciation and commitment.*



Strategic Planning Teams

SVT	Student Voice Team
CPT	Core Planning Team
IFT	Instructional Focus Team
P/A	Principals/Administrators Team
ALT	Alignment Team
BD	School Board
CF	Community Forums
SLT	Superintendent's Leadership Team



35 PLANNING SESSIONS

STUDENTS, STAFF, FAMILIES & COMMUNITY MEMBERS



contributed their **VOICES**
through surveys, forums and feedback sessions!

Community Engagements

Date	Team	
Aug 7, 2024	Superintendent Leadership Team	SLT
Sep 9, 2024	Board Orientation	BD
Sep 11, 2024	Principal Admin Team	PRIN/ADMIN
Sep 12, 2024	Student Focus Group (Elementary)	SFG
Sep 12, 2024	Student Focus Group (Middle High School)	SFG
Sep 23, 2024	Alignment Team	ALT
Sep 23, 2024	Core Planning Team	CPT
Sep 24, 2024	Core Planning Team	CPT
Sep 24, 2024	Superintendent Leadership Team	SLT
Oct 7, 2024	Instructional Focus Team	IFT
Oct 8, 2024	Instructional Focus Team	IFT
Oct 22, 2024	Core Planning Team	CPT
Oct 22, 2024	Family Community Forum	FAM COMMF
Oct 22, 2024	Family Community Forum	FAM COMMF
Oct 22, 2024	Superintendent Leadership Team	SLT
Oct 23, 2024	Family Community Forum	FAM COMMF
Oct 23, 2024	Family Community Forum	FAM COMMF
Oct 23, 2024	Student Voice Team	SVT
Oct 24, 2024	Alignment Team	ALT
Nov 6, 2024	Student Voice Team	SVT
Nov 20, 2024	Principal Admin Team	PRIN/ADMIN

Date	Team	
Nov 22, 2024	Instructional Focus Team	IFT
Dec 2024	Reality Check Survey: Schools/Departments	DATA/SURVEY
Dec 2024	Reality Check Survey: Community	DATA/SURVEY
Dec 10, 2024	Alignment Team	ALT
Dec 10, 2024	Core Planning Team	CPT
Dec 11, 2024	Student Voice Team	SVT
Dec 13, 2024	Instructional Focus Team	IFT
Dec 16, 2024	Board Update	BD
Jan 14, 2025	Superintendent Leadership Team	SLT
Jan 22, 2025	Principal Admin Team	PRIN/ADMIN
Jan 24, 2025	Instructional Focus Team	IFT
Jan 28, 2025	Core Planning Team	CPT
Feb 11, 2025	Core Planning Team	CPT
Feb 11, 2025	Instructional Focus Team	IFT
Feb 18, 2025	Superintendent Leadership Team	SLT
Feb 20, 2025	Student Voice Team	SVT
Feb 24, 2025	Board Update	BD
TBD	Alignment Team	ALT
Mar 10, 2025	Board Update	BD
May 19, 2025	Board Update (if needed)	BD

Student Voice Team

Louisa Ahumuza	<i>Elgin High School</i>	Christeen Fancy	<i>Abbott Middle School</i>	Sophia Punnoose	<i>Larsen Middle School</i>
Thomas Akemann	<i>Larkin High School</i>	MacKenzie Fiebig	<i>Larkin High School</i>	Mahitha Ratakonda	<i>Elgin High School</i>
Neha Ali	<i>Bartlett High School</i>	Stefane Flores	<i>Elgin High School</i>	Ian Rivera	<i>Streamwood High School</i>
Manuel Ayala	<i>Ellis Middle School</i>	Abimmanuel Garcia	<i>Tefft Middle School</i>	Zachary Schwartz	<i>South Elgin High School</i>
Jamison Baskin	<i>Canton Middle School</i>	Frankie Gomez	<i>Dream Academy</i>	Pari Shah	<i>Bartlett High School</i>
Katie Chir	<i>Dream Academy</i>	Logan Iott	<i>South Elgin High School</i>	Alexandra Stephen	<i>South Elgin High School</i>
Anabelle Chmielak	<i>Kenyon Woods Middle School</i>	Emily James	<i>Elgin High School</i>	Roxi Stewart	<i>Dream Academy</i>
Sam Dankel	<i>South Elgin High School</i>	Madalena Lazar	<i>Larkin High School</i>	Dylan Szatko	<i>Bartlett High School</i>
Adeline Denny	<i>Larsen Middle School</i>	Avrie Lilly	<i>Larkin High School</i>	Amira Tanveer	<i>Tefft Middle School</i>
Kyle Depakakibo	<i>Bartlett High School</i>	Ronan Mallipeddi	<i>Eastview Middle School</i>	Angelica Therriault	<i>Eastview Middle School</i>
Jasman Dhillon	<i>Bartlett High School</i>	Sharlene Manuel Cano	<i>Streamwood High School</i>	Anne Thommes	<i>Larkin High School</i>
Claire Dresser	<i>Streamwood High School</i>	Mya Medina	<i>Canton Middle School</i>	Ryan Varghese	<i>Elgin High School</i>
Kimberly Duran	<i>Ellis Middle School</i>	Melissa Nino	<i>Kenyon Woods Middle School</i>	Jayonni Young	<i>Streamwood High School</i>
Giselle Escobar	<i>Abbott Middle School</i>	Jocelyn Ortega Angulo	<i>Elgin High School</i>	Ruby Zavala	<i>Kimball Middle School</i>

Core Planning Team

Mary Abbott	Lead Social Worker	Amy Ingente	K-12 Math Coordinator	Mary Mangione	DREAM Principal
Annette Acevedo	Assistant Superintendent of Schools	Erin Jackle	Early Learner Instructional Coach	Dawn McCusker	Elementary Teacher
Keith Adams	Right At School	Karla Jimenez	Director of School and Community Relations	Ashlee McHaney	Assistant Director Plant Operations
Lizza Arroyo	Parkwood Principal	Jacquelyn Johnson	Coordinator of Literacy and Libraries	Tiffany Mikhail Wright	LEAD Facilitator
Mary Beth Erickson	Exceptional Needs Teacher Wayne ES	Suzanne Johnson	Superintendent	Mark Moore	Assistant Superintendent of Human Resources
Barb Bettis	Elgin Teachers Association President	Mary Juvingo	MS PE Teacher Leader	Marcy Murphy	Director of Transportation
Veronica Betz	Community Advisory Council Rep	Myka Kennedy	Assistant Director of Post-Secondary Success	Katrina Neal	Parent and Substitute Teacher
Krystal Bush	Larkin HS Principal	Patty Kenyon	Health Services Coordinator	Aaron Nowak	Director of Food and Nutrition Services
Jesus Diaz Pena	MS Dual Language Teacher	Richard Lebron	Tefft MS Principal	Courtney O'Brien	Elementary Science Teacher
Paul Flatley	Prairieview ES Principal	Brian Lindholm	Chief of Staff	Trisha Olson	Chief Legal Officer
Elisabet Garcia	Elementary Dual Language Teacher	Elizabeth Ma	Ontarioville Principal	Michelle Rossi	MS Special Education
Anne Hitch	MS ELA Gifted Teacher	Lela Majstorovic	Deputy Superintendent - Instruction	Sarah Said	DREAM Academy Teacher

Core Planning Team *(continued)*

Leatrice Satterwhite	<i>Assistant Superintendent of Equity and Innovation</i>
Kim Stancel	<i>Lead Instructional Coach</i>
Scott Sternal	<i>Elgin Teachers Association Vice President</i>
Zehra Tahir	<i>Social Emotional Response Specialist</i>
Brian Tennison	<i>Assistant Superintendent of Teaching and Learning</i>
Steven Tracy	<i>Larkin HS Athletic Director</i>
Pat Waldau	<i>Director of Plant Operations</i>
Ann Williams	<i>Deputy Superintendent - Operations</i>
Frank Williams	<i>Assistant Superintendent of Finance</i>
Jim Wolf	<i>Director of Information Services</i>
Dominique Zewde	<i>Lead Counselor</i>

Instructional Focus Team

Annette Acevedo	<i>Assistant Superintendent of Schools</i>	Debbie John Jeffrey	<i>MS Science Teacher</i>	Glenda Rosado	<i>Hillcrest ES Principal</i>
Celia Banks	<i>Director of Curriculum and Instruction</i>	Bill Johnson	<i>Executive Director of the High School Network</i>	Verónica Ryan	<i>Elgin HS Assistant Principal Humanities</i>
Kyle Bunker	<i>Executive Director of the Bartlett Network</i>	Amanda Leatherby	<i>Director of Specialized Student Services</i>	Chris Sanzeri	<i>Assistant Director Specialized Student Services</i>
Michele Chapman	<i>Director of Postsecondary Success</i>	Lela Majstorovic	<i>Deputy Superintendent of Instruction</i>	Leatrice Satterwhite	<i>Assistant Superintendent of Equity and Innovation</i>
Katie Cox	<i>Director of Early Learners</i>	Brooke McGrath	<i>Special Education Teacher Leader</i>	Julie Shumaker	<i>Executive Director of the Middle School Network</i>
Kristine Elliott	<i>MS Social Studies</i>	Paige Moran	<i>Streamwood HS Principal</i>	Rona Sinnamond	<i>Special Education Teacher</i>
Heather Fellows	<i>Director of Professional Learning</i>	Marc Mota	<i>HS CTE Teacher</i>	Mary Sturgill	<i>Executive Director of the South Elgin Network</i>
Yvette Gonzalez-Collins	<i>Executive Director of the Elgin Network</i>	Lisa Olsem	<i>Kenyon Woods MS Principal</i>	Brian Tennison	<i>Assistant Superintendent of Teaching and Learning</i>
Michelle Graham	<i>Larkin HS Assistant Principal Innovation</i>	Griselda Pirtle	<i>Director of Multilingual and Multicultural Education</i>	Jennifer Trygar	<i>Elementary Language Resource Teacher</i>
Amanda Henk	<i>Streamwood HS Assistant Principal STEM</i>	Sarah Rabe	<i>Executive Director of the Larkin Network</i>	Tony Venetico	<i>South Elgin HS Associate Principal</i>
Lisa Jackson	<i>Director of Diversity, Equity, and Inclusion</i>	Matt Raimondi	<i>Director of Assessment/Accountability</i>	Patricia Weithofer (TMS)	<i>MS Elective/CTE Teacher</i>
Dana Jimenez	<i>MS Math Teacher</i>	Nancy Regul	<i>Tefft MS Assistant Principal</i>	Teresa Winters	<i>Executive Director of the Streamwood Network</i>

Alignment Team

James Barr	<i>Hanover Township</i>	Amber Peters	<i>Elgin Partnership for Early Learning Executive Director</i>
Sharon Caddigan	<i>Village Manager, Streamwood</i>	Billie Roth	<i>Mayor, Village of Streamwood</i>
Sally Camposagrado	<i>Right at School</i>	Kyle Rybaski	<i>Bartlett Police Department</i>
Aaron Cobb	<i>Youth Empowerment Program</i>	Paula Schumaker	<i>Village of Bartlett</i>
Nancy Coleman	<i>Executive Director, Alignment Collaborative for Education</i>	Mark Seigle	<i>Seigle Foundation</i>
Michelle Esquivel	<i>Well Child Center Executive Director</i>		
Carol Gieske	<i>Elgin Area Chamber</i>		
Tina Houdek	<i>Hanover Township Youth and Family Services</i>		
David Kaptain	<i>Mayor, City of Elgin</i>		
Margaret Klein	<i>Rabbi, Faith Based Leader</i>		
Dianha Ortega-Ehreth	<i>Centro Executive Director</i>		
Natalie Pawluk	<i>Boys and Girls Club</i>		

Superintendent | Leadership Team

Annette Acevedo	<i>Assistant Superintendent of Schools</i>
Suzanne Johnson	<i>Superintendent</i>
Brian Lindholm	<i>Chief of Staff</i>
Lela Majstorovic	<i>Deputy Superintendent - Instruction</i>
Mark Moore	<i>Assistant Superintendent of Human Resources</i>
Trisha Olson	<i>Chief Legal Officer</i>
Leatrice Satterwhite	<i>Assistant Superintendent of Equity and Innovation</i>
Brian Tennison	<i>Assistant Superintendent of Teaching and Learning</i>
Ann Williams	<i>Deputy Superintendent - Operations</i>
Frank Williams	<i>Assistant Superintendent of Finance</i>

Board of Education

Sue Kerr	<i>Board Member</i>
Samreen Khan	<i>Board Member</i>
Dawn Martin	<i>Board Member</i>
Veronica Noland	<i>Board Member</i>
Melissa Owens	<i>Board of Education President</i>
Chanda Schwartz	<i>Board of Education Secretary Pro-Tem</i>
Kate Thommes	<i>Board of Education Vice President</i>

Analysis of Student Data: High-Priority Strengths & Concerns

Analysis of Student Data: High-Priority Areas of Strengths

THEMES	Supporting Evidence	STRENGTH
Student-Teacher Trust	89% of students in Grades 5-12 <i>Agree/Strongly Agree</i> : “I feel comfortable with my teachers at this school”; 92% of students in Grades 5-12 <i>Agree/Strongly Agree</i> : “I feel safe with my teachers at this school”	X
Academic Press	94% of students in Grades 5-12 <i>Agree/Strongly Agree</i> : “The teacher expects everyone to work hard”	X
Diversity & Inclusion	74% of students in Grades 5-12 responded favorably: “How diverse, integrated, and fair school is for students from different races, ethnicities, or cultures”	X
8th Grade Algebra 1 Pass Rates	71% of all students passed the Algebra 1 test; increased year-to-year pass rate for virtually every student group (however, number of students taking Algebra 1 dropped from 566 to 404, SY 22/23 vs. SY23/24)	X
9th Graders On Track	87% of all high school students on-track for on-time graduation in SY23/24; 83% for Hispanics; 78% for English learners; 80% for low-income; 83% for Students with Disabilities	X

Analysis of Student Data: High-Priority Areas of Concern

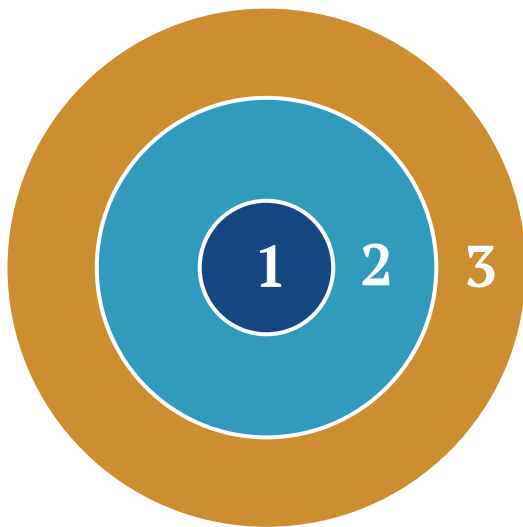
THEMES	Supporting Evidence	CONCERN
Sense of Belonging	46% of students in Grades 5-12 responded favorably: <i>“How much students feel that they are valued members of the school community.”</i>	X
Academic Press	54% of students in Grades 5-12 Agree/Strongly Agree: <i>“The teacher asks difficult questions in class”</i>	X
Early Numeracy	25% of all Kindergarten students met standards for early numeracy; 50% for early literacy; 58% for social-emotional readiness	X
Chronic Absenteeism	39% of all students missed 10% of school days (at least 18 days within a 180-day school year), with or without a valid excuse	X
Achievement in ELA & Math	Low proficiency rates on ELA and Math tests: fewer than 7 out of every 20 students proficient in English Language Arts (ELA); 4 out of every 20 students proficient in Math	X
4-Year Cohort Graduation Rate	86% adjusted cohort 4-year graduation rate for all students in SY 21/22, SY22/23, and SY23/24	X
Discipline Disproportionality	Discipline rates for some student groups disproportionately higher than their representation in enrollment: African American, Low-income, Two or More Races, and Students with Disabilities	X

Strategic Planning Framework



Student-Centered Strategic Planning

"Keeping ends and means in proper sequence."



1. Student Learning

- Our Promise
- Portrait of a U-46 Graduate
- Goals for Student Success
- Measures of Student Progress

2. Instructional Effectiveness

- Instructional Vision
- Professional Practices for Effective Instruction
- Standards-Aligned Instructional System

3. Empowering Infrastructure

- Signature Strategies
- Key Actions
- Roadmap for Disciplined Implementation

The Plan





CIRCLE #1

Student Learning

- Our Promise
- Portrait of a U-46 Graduate
- Goals for Student Success
- Measures of Student Progress

OUR PROMISE

We promise a safe, caring environment where every student experiences the joy of learning and is empowered and prepared for a successful future.



Portrait of a U-46 Graduate

Empowered Leader

- » Sets goals, works hard, and takes accountability
- » Accepts responsibilities and challenges with integrity
- » Strives to reach their best and leads by example

Inquisitive Thinker

- » Thinks critically, asks questions, and analyzes evidence from multiple perspectives
- » Approaches complex issues with curiosity and creativity
- » Generates innovative solutions to solve problems

Collaborative Communicator

- » Listens actively to understand the perspectives of others
- » Communicates ideas effectively using diverse methods
- » Builds trusting relationships and contributes to team success

Tenacious Learner

- » Holds vision for future success and strives for continuous academic growth
- » Values feedback and learns from experience
- » Demonstrates resilience in the face of challenges

Global Change Agent

- » Embraces cultural and linguistic assets of self and others
- » Advocates for the wellbeing of self, others, and the environment
- » Takes action to advance fairness and justice for all

Goals for Student Success

GOAL #1



**Building
Early
Academic
& Social-
Emotional
Foundations**

GOAL #2



**Safety,
Sense of
Belonging,
& Inclusion**

GOAL #3



**Academic
Growth
& Mastery**

GOAL #4



**Ready to
Embrace
a Diverse
& Changing
World**

GOAL #1: Building Early Academic & Social-Emotional Foundations



Every student in PreK-Grade 2 will demonstrate academic and social emotional skills for lifelong learning and success.

OUR EQUITY COMMITMENT

We provide every student access to rigorous, developmentally-responsive learning environments that embrace and honor the student's and family's language, culture, and background, recognizing families as a child's first teacher.

MEASURES OF STUDENT PROGRESS

- 1.A** Students acquiring foundational social-emotional skills at each grade PreK-Grade 2
- 1.B** Students acquiring foundational literacy skills at each grade PreK-Grade 2
- 1.C** Students acquiring foundational numeracy skills at each grade PreK-Grade 2

GOAL #2: Safety, Sense of Belonging, & Inclusion



Every student will contribute to and experience a welcoming, safe, and inclusive environment that nurtures a sense of belonging.

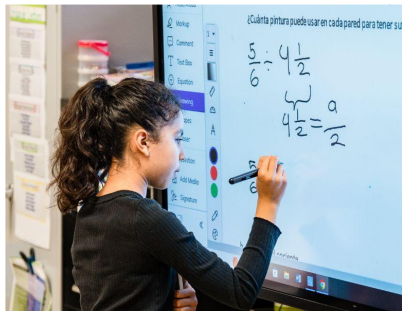
OUR EQUITY COMMITMENT

We provide safe and inclusive environments that disrupt systemic inequities and ensure every student is valued, connected, and engaged.

MEASURES OF STUDENT PROGRESS

- 2.A** Students experiencing and perceiving a supportive school climate that emphasizes safety, inclusion, positive student-staff relationships, and a sense of belonging
- 2.B** Students attending at least 90% of school days
- 2.C** Students participating in co-curricular/ extracurricular activities

GOAL #3: Academic Growth & Mastery



Every student will demonstrate at least a year of growth to meet or exceed standards at every grade level.

OUR EQUITY COMMITMENT

We provide every student access to a rigorous, standards-based curriculum, culturally and linguistically appropriate coursework, actionable feedback, and targeted instruction.

MEASURES OF STUDENT PROGRESS

- 3.A** Students' academic growth and achievement in reading, writing, math and science on state and national assessments
- 3.B** Student performance on common assessments aligned to standards
- 3.C** Students on track for on-time graduation at each grade level (9-12)

GOAL #4: Ready to Embrace a Diverse & Changing World



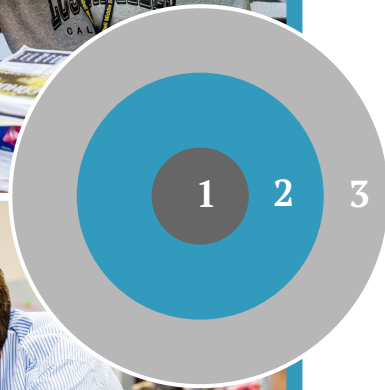
Every student will develop skills and interests for successful postsecondary transitions through life, college and/or career.

OUR EQUITY COMMITMENT

We provide every student with quality experiences and support to identify their passions and pursue success at the next level.

MEASURES OF STUDENT PROGRESS

- 4.A** Student enrollment and successful completion of a career pathway, CTE, AP, IB, Dual Credit, or State Seal of Biliteracy
- 4.B** Students in grades 6-12 completing courses, activities, or experiences aligned to the Post-Secondary and Career Expectations (PACE) framework
- 4.C** Students demonstrating growth and achievement of the Qualities in the *Portrait of a Graduate*



CIRCLE #2

Instructional Effectiveness

- Instructional Vision
- Professional Practices
- Standards-Aligned Instructional System

Instructional Vision

Grounded in the Instructional Clarity Model, participants explored the ways in which classrooms and schools needed to shift and grow so that all students would be actively developing the skills and dispositions outlined in the *Profile of a Graduate*.

The following document serves as a guide for measurable/observable actions that students will engage in during their school day and that teachers will plan and enact to support all students' success.



U46 Instructional Clarity Framework



CIRCLE #3

Empowering Infrastructure



- Signature Strategies
- Key Actions
- Roadmap for Disciplined Implementation

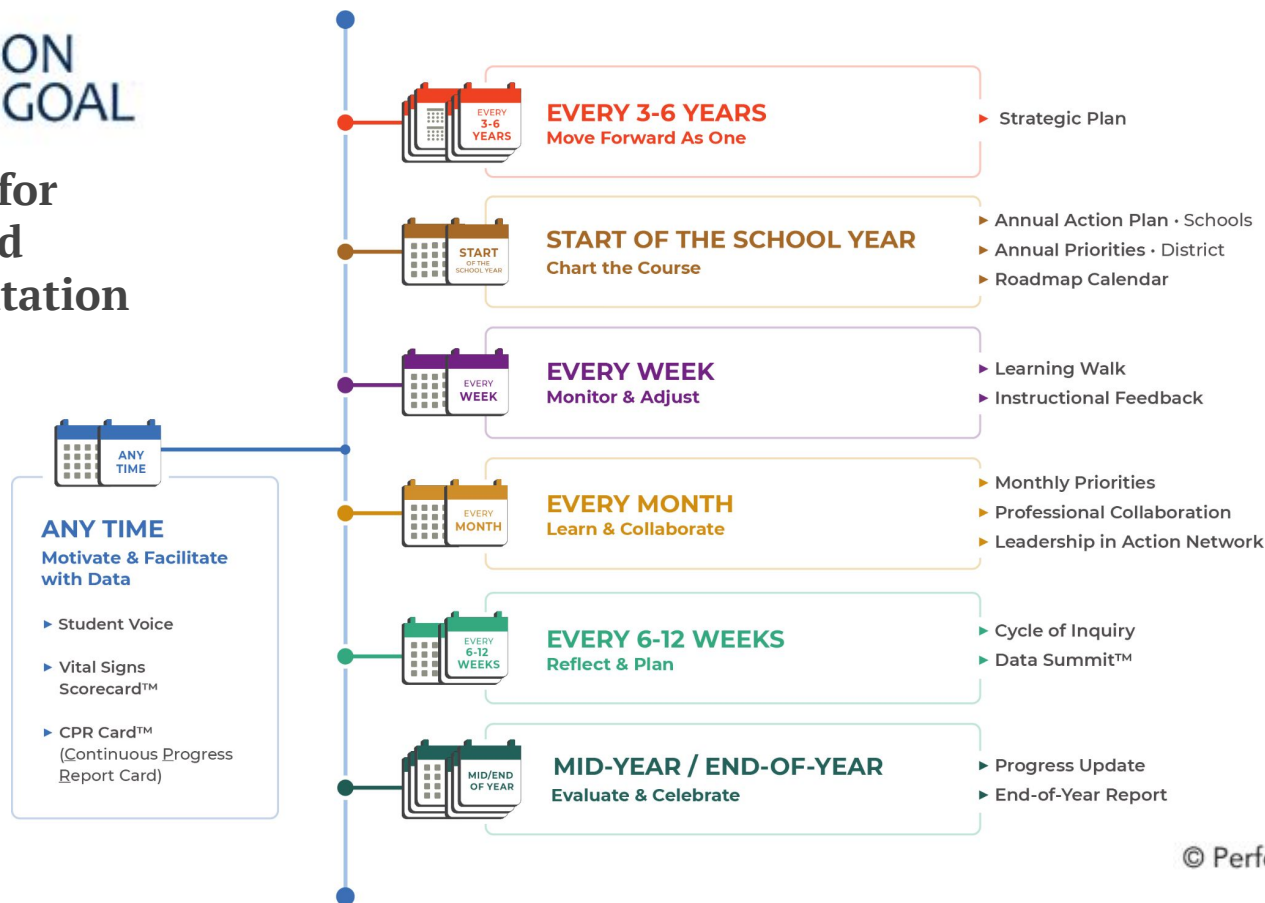
Signature Strategies

- GOAL #1**
 - 1.1 Increase participation in birth-to-3 programming and pre-K classrooms.
 - 1.2 Prioritize literacy, numeracy, and student wellness in professional learning.
 - 1.3 Strengthen the home-school connection by providing families with skills and access to community resources.
- GOAL #2**
 - 2.1 Nurture the social-emotional health and wellbeing of students and staff.
 - 2.2 Cultivate a sense of belonging and community for students, staff, and families.
 - 2.3 Embrace student voice and responsibility to foster a climate of personal and emotional safety.
- GOAL #3**
 - 3.1 Ensure curriculum, resources, and assessments are standards-aligned, high quality, and relevant.
 - 3.2 Provide continuous professional learning to strengthen authentic student engagement.
 - 3.3 Use common assessment data to guide instruction, enrichment, and intervention across grade levels.
- GOAL #4**
 - 4.1 Engage students in meaningful college, career and life experiences.
 - 4.2 Design grade-level, real-world connections to the *Portrait of a Graduate* competencies.
 - 4.3 Develop individualized plans to support each student's academic, career, and personal goals.





Roadmap for Disciplined Implementation



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Thank You!