



# Prospect Heights School District 23 Board Memorandum Action Item

**Date:** June 11, 2026

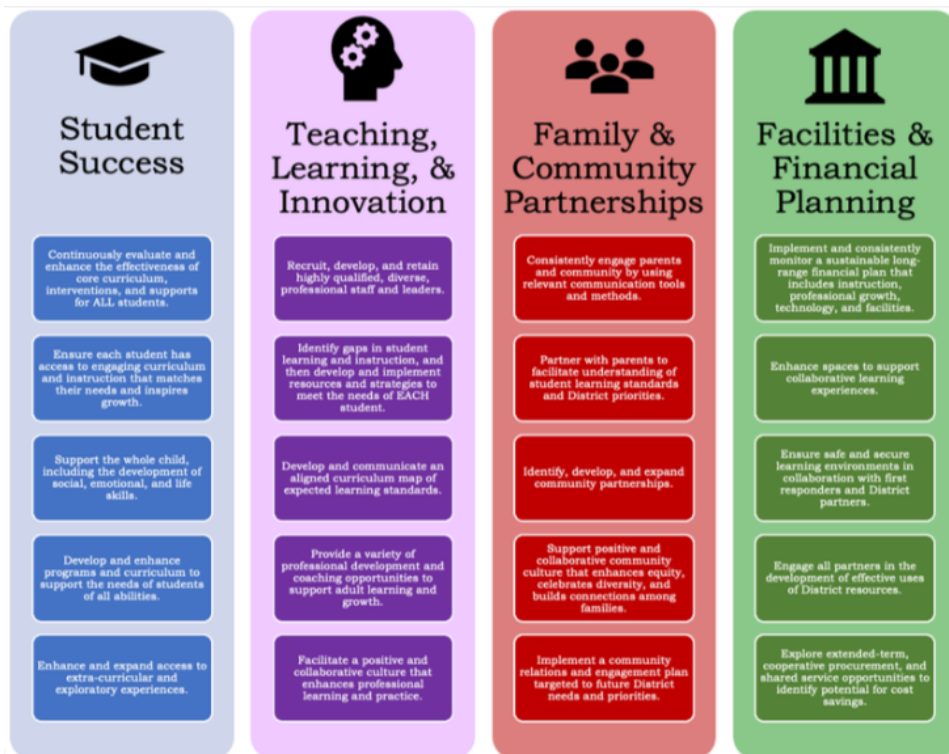
**Title:** Strategic Plan Goals 2026-27

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The [District 23 Strategic Plan](#) is a dynamic, evolving document that is continuously monitored and updated annually. Through a process of data review, needs assessment, and gathering of input, Strategic Plan goals and objectives are identified and prioritized for implementation in the upcoming school year.

These goals and objectives are presented in two formats: list view and prioritized view.

In the list view, goals are placed according to the structure of the Strategic Plan goal and numbers for organization and monitoring. The four goals of Student Success; Teaching, Learning, and Innovation; Family and Community Partnerships; and Facilities and Financial Planning remain as the foundation of the work we do and drive our decision making.



The prioritized view articulates the strategies and actions in relationship to the limited time, resources, and capacity of the District and gives direction to expectations and importance.

	<b>Critical</b>	<b>High</b>	<b>Important</b>
<b>Priority Initiative</b>			
<b>Investigate</b>			
<b>Grow</b>			
<b>Continue</b>			

Please see below the proposed Strategic Plan goals and objectives for 2026-27.

## Student Success

*Ensure all students are well-rounded and emotionally and academically prepared for success in high school.*

1.1

Continuously evaluate and enhance the effectiveness of core curriculum, interventions, and supports for ALL students.

- Continued planning of curricular and program components for Full Day Kindergarten.
- Implement Curriculum for Social Emotional Learning including supports for Tier 2/3 needs.
- Implement Curriculum for Specials/Exploratory Programs, including:
  - Career Pathways
  - STEAM Programming
  - Digital Literacy
  - Health - Day to Day Safety.

1.2

Ensure each student has access to engaging curriculum and instruction that matches their needs and inspires growth.

- Increase articulations of acceleration and gifted/enrichment opportunities, equalizing the selection and placement process where disparities exist. Plan for “differentiation” and placement into accelerated courses.
- Encourage real-world learning, extending beyond the classroom, utilizing family partnerships, field trips, and home connections.
- Encourage and support co-teaching and collaborative classroom activities across grade levels for authentic learning.
- Implement in-District (MacArthur) Geometry Course and updated pathway.

1.3

Support the whole child, including the development of social, emotional, and life skills.

- Develop new methods of recognizing student success.

	<ul style="list-style-type: none"> <li>• Continue fostering student voice in student-led IEP meetings, transition meetings, and conferences.</li> </ul>
	<ul style="list-style-type: none"> <li>• Support more inclusive preschool opportunities.</li> </ul>
	<ul style="list-style-type: none"> <li>• Support the instruction and engagement of students with complex disabilities within the EC and SAIL programs.</li> </ul>
1.4	Develop and enhance programs and curricula to support the needs of students of all abilities.
	<ul style="list-style-type: none"> <li>• Complete ISBE Special Education Monitoring Audit</li> </ul>
	<ul style="list-style-type: none"> <li>• Implement SpEd LBS Service Delivery models.</li> </ul>
	<ul style="list-style-type: none"> <li>• Complete Early Childhood ECRS Audit</li> </ul>
	<ul style="list-style-type: none"> <li>• Review and implement EL Progress monitoring tool/process.</li> </ul>
1.5	Enhance and expand access to extra-curricular and exploratory experiences.
	<ul style="list-style-type: none"> <li>• Ensure full integration, diversity, and inclusion within specialized courses and clubs/extracurricular activities.</li> </ul>

<p>Teaching, Learning, and Innovation</p> <p><i>Encourage a learning environment that emphasizes excellence and retains high-quality staff.</i></p>	
2.1	Recruit, develop, and retain highly qualified, diverse, professional staff and leaders.
	<ul style="list-style-type: none"> <li>• Provide Leadership Summit to support team facilitators' and teacher leaders' skill enhancement/growth.</li> </ul>

	<ul style="list-style-type: none"> <li>• Continue “She Leads” targeted book study and leadership support.</li> </ul>
	<ul style="list-style-type: none"> <li>• Conduct Superintendent search and succession planning.</li> </ul>
	<ul style="list-style-type: none"> <li>• Improve recruitment of candidates who represent the cultural diversity of our District.</li> </ul>
2.2	Identify gaps in student learning and instruction, and then develop and implement resources and strategies to meet the needs of EACH student.
	<ul style="list-style-type: none"> <li>• Enhance process and provide time for articulation of instructional practices, student needs, and supports.</li> </ul>
	<ul style="list-style-type: none"> <li>• Refine Tier II and III SEL/Behavior interventions and progress monitoring.</li> </ul>
	<ul style="list-style-type: none"> <li>• Refine and support a wide variety of service delivery models for special education instruction.</li> </ul>
2.3	Develop and communicate an aligned curriculum map of expected learning standards.
	<ul style="list-style-type: none"> <li>• Develop expectations and norms around instruction, success criteria, grading, assessment and reporting to ensure consistent student experiences.</li> </ul>
	<ul style="list-style-type: none"> <li>• Implement AI Policy and Implementation Plan in coordination with the Illinois State Board of Education guidelines.</li> </ul>
2.4	Provide a variety of professional development and coaching opportunities to support adult learning and growth.
	<ul style="list-style-type: none"> <li>• Continue to refine and support “Gamified PD”.</li> </ul>
	<ul style="list-style-type: none"> <li>• Develop ESP Mentoring Program to support professional learning needs and consistency across buildings.</li> </ul>
	<ul style="list-style-type: none"> <li>• Provide high quality professional development in the areas of: <ul style="list-style-type: none"> <li>○ Teaching with Clarity - Standards based instruction, assessment, and reporting;</li> <li>○ Best practices for diverse classrooms;</li> <li>○ Embedded Instructional Coaching;</li> </ul> </li> </ul>

	<ul style="list-style-type: none"><li>○ Artificial Intelligence and integrated/balanced technology instructional tools usage.</li></ul>
	<ul style="list-style-type: none"><li>● Support continuing education and training for non-certified, maintenance, and custodial staff.</li></ul>
2.5	Facilitate a positive and collaborative culture that enhances professional learning and practice.
	<ul style="list-style-type: none"><li>● Implement Adaptive Schools to support collaborative Instructional Planning in teams.</li></ul>
	<ul style="list-style-type: none"><li>● Improve shared ownership for building relationships and strengthening supportive culture.</li></ul>

## Family and Community Partnership

*Actively engage and communicate with all families to foster collaborative relationships that benefit student learning and understanding of district priorities.*

**3.1** Consistently engage parents and community by using relevant communication tools and methods.

- Develop and implement Digital Calendar highlighting important dates, traditions, and Strategic Plan goals.
- Defining and enhancing “first impression” experiences.
- Launch AI Bot Assistant for Administrative and Board needs and explore applications for staff and families.

**3.2** Partner with parents to facilitate understanding of student learning standards and District priorities.

- Develop parent awareness and understanding of Standards Based Practices and reporting instruments that provide whole child" feedback".
- Provide targeted support to strengthen transitions between schools and for new students.
- Develop supports for parents/families for balanced and purposeful technology use.
- Enhance practices to educate parents regarding the importance of attendance, on-time arrival, and safety expectations.
- Refinement of Key2Ed Facilitated IEP process.

**3.3** Identify, develop, and expand community partnerships.

- Develop opportunities to support and recognize volunteers and others who serve our students.

3.4	Support a positive and collaborative community culture that enhances equity, celebrates diversity, and builds connections among families.
	<ul style="list-style-type: none"> <li>• Develop strategies to improve attendance at school and District engagement events.</li> </ul>
	<ul style="list-style-type: none"> <li>• Develop more robust Early Childhood family supports and structures through updated curriculum.</li> <li>• Continued Enhancements to Community Engagement Events.</li> </ul>
3.5	Implement a community relations and engagement plan targeted to future District needs and priorities.
	<ul style="list-style-type: none"> <li>• Implement BBD23 Construction Communications and provide educational connections with students.</li> <li>• Support succession planning for sustainable leadership, including Board of Education candidates.</li> </ul>

## Facilities and Financial Management

*Advance effective use of resources to support safe, learner-ready facilities that maximize student learning.*

4.1

Implement and consistently monitor a sustainable long-range financial plan that includes instruction, professional growth, technology, and facilities.

- Facilitate Building a Better D23 Referendum campaign for sustainable financing needs.
- Facilitate Negotiations with PHEA/SEIU, including investigations of insurance options, LTE differential, and language issues.
- Maintain and monitor the annual budget for cost savings opportunities.
- Identify reductions in programming and/or personnel to provide operational funds for Full-Day Kindergarten.
- Plan for capital needs, including replacement cycles for equipment.
- Implement budgeting strategies to meet Boards Policy Fund Balance target.
- Budgeting for surplus and capital project priorities.

4.2

Enhance spaces to support collaborative learning experiences.

- Complete summer maintenance and construction projects on time and under budget.
  - MacArthur Doors/Windows/Siding Project
  - MacArthur Gym, Kiln, and Library renovations
  - Low Voltage cabling at Ross and Sullivan
  - Sullivan/MacArthur intercom/speaker upgrade
  - Ross/Sullivan/MacArthur exterior intercom installation
  - Eisenhower Garaventa lift installation
  - Network Switch Replacement - Sentinel
- Begin Year 1 of Eisenhower Addition Project
- Continue sensory rooms/SpEd area enhancements.
- Continue furniture replacement/renewal cycle.
  - Ross Library - Phase 1
  - Targeted classroom spaces

4.3

Ensure safe and secure learning environments in collaboration with first responders and District partners.

	<ul style="list-style-type: none"> <li>• Continue monitoring and retraining on updated Emergency Protocols.</li> </ul>
	<ul style="list-style-type: none"> <li>• Use of guest/visitor management system and implement secure vestibules at R/S/M.</li> </ul>
	<ul style="list-style-type: none"> <li>• Inventory and plan for key replacement and new core/masters.</li> </ul>
	<ul style="list-style-type: none"> <li>• Complete pursuit of Trusted Learning Environment Endorsement (TLE).</li> </ul>
	<ul style="list-style-type: none"> <li>• Continue implementation of Cybersecurity Tech Plan components including hardware replacement cycles, recommended cybersecurity best practices, and ongoing training.</li> </ul>
4.4	Engage all partners in the development of effective uses of District resources.
	<ul style="list-style-type: none"> <li>• Develop and facilitate Eisenhower Fundraiser/Event.</li> </ul>
	<ul style="list-style-type: none"> <li>• Continued implementation of zero-based budgeting.</li> </ul>
4.5	Explore extended-term, cooperative procurement, and shared service opportunities to identify potential for cost savings and programmatic expansion.
	<ul style="list-style-type: none"> <li>• Complete bid for Transportation Services.</li> </ul>
	<ul style="list-style-type: none"> <li>• Review Rental Fee structures.</li> </ul>
	<ul style="list-style-type: none"> <li>• Continued exploration of shared services/procurement to drive savings.</li> </ul>

## **2026-27 Strategic Plan Goals & Objectives**

	<b>Critical</b>	<b>High</b>	<b>Important</b>
<b>Priority Initiative</b>	<p>1.2 Implement in-District (MacArthur) Geometry Course and updated pathway.</p> <p>1.4 Implement SpEd LBS Service Delivery models.</p> <p>2.3 Develop expectations and norms around instruction, success criteria, grading, assessment and reporting to ensure consistent student experiences.</p> <p>4.1 Facilitate Building a Better D23 Referendum campaign for sustainable financing needs.</p> <p>4.1 Facilitate Negotiations with PHEA/SEIU, including investigations of insurance options, LTE differential, and language issues.</p>	<p>2.2 Refine and support a wide variety of service delivery models for special education instruction.</p> <p>2.4 Provide High Quality Professional Development to Facilitate Collaborative/Shared development of Building/District PD goals to reduce the variance between teacher/classroom instructional practices and experiences.</p> <p>3.2 Enhance practices to educate parents regarding the importance of attendance, on-time arrival, and safety expectations.</p> <p>3.5 Implement BBD23 Construction Communications and provide educational connections with students.</p> <p>4.1 Identify reductions in programming and/or personnel to provide operational funds for Full-Day Kindergarten.</p>	<p>1.4 Complete ISBE Special Education Monitoring Audit.</p> <p>1.4 Complete Early Childhood ECRS Audit</p> <p>2.1 Conduct Superintendent search and succession planning.</p> <p>3.1 Develop and implement Digital Calendar highlighting important dates, traditions, and Strategic Plan goals.</p> <p>3.1 Defining and enhancing “first impression” experiences.</p> <p>4.5 Complete bid for Transportation Services.</p>
<b>Investigate</b>	<p>1.2 Increase articulations of acceleration and gifted/enrichment opportunities, equalizing the selection and placement process where</p>	<p>2.2 Enhance process and provide time for articulation of instructional practices, student needs, and supports.</p>	<p>3.5 Support succession planning for sustainable leadership, including Board of Education candidates.</p>

	<p>disparities exist. Plan for “differentiation” and placement into accelerated courses.</p> <p>2.4 Develop ESP Mentoring Program to support professional learning needs and consistency across buildings.</p> <p>3.2 Develop supports for parents/families for balanced and purposeful technology use.</p>	<p>3.3 Develop opportunities to support and recognize volunteers and others who serve our students.</p> <p>4.4 Develop and facilitate Eisenhower Fundraiser/Event.</p>	<p>4.5 Review Rental Fee structures.</p>
<p><b>Grow</b></p>	<p>1.2 Encourage and support co-teaching and collaborative classroom activities across grade levels for authentic learning.</p>	<p>1.4 Review and implement EL Progress monitoring tool/process.</p> <p>2.2 Refine Tier II and III SEL/Behavior interventions and progress monitoring.</p> <p>3.2 Develop parent awareness and understanding of Standards Based Practices and reporting instruments that provide whole child" feedback".</p> <p>3.3 Develop strategies to improve attendance at school and District engagement events.</p> <p>4.3 Complete pursuit of Trusted Learning Environment Endorsement (TLE).</p>	<p>1.3 Develop new methods of recognizing student success.</p> <p>2.3 Implement AI Policy and Implementation Plan in coordination with the Illinois State Board of Education guidelines.</p> <p>3.2 Provide targeted support to strengthen transitions between schools and for new students.</p> <p>4.1 Maintain and monitor annual budget for cost savings opportunities.</p> <p>4.1 Implement budgeting strategies to meet Boards Policy Fund Balance target.</p>

		4.3 Inventory and plan for key replacement and new core/masters.	4.5 exploration of shared services/procurement to drive savings.
<b>Continue</b>	<p>1.1 Continued planning of curricular and program components for Full Day Kindergarten.</p> <p>1.2 Encourage real-world learning, extending beyond the classroom, utilizing family partnerships, field trips, and home connections.</p> <p>4.2 Complete summer maintenance and construction projects on time and under budget.</p> <p>4.3 Use of guest/visitor management system and implement secure vestibules at R/S/M.</p>	<p>1.3 Support the instruction and engagement of students with complex disabilities within the EC and SAIL programs.</p> <p>1.3 Continue fostering student voice in student-led IEP meetings, transition meetings, and conferences.</p> <p>2.1 Provide Leadership Summit to support team facilitators' and teacher leaders' skill enhancement/growth.</p> <p>2.4 Continue to refine and support "Gamified PD".</p> <p>2.4 Support continuing education and training for non-certified, maintenance, and custodial staff.</p> <p>2.5 Implement Adaptive Schools to support collaborative Instructional Planning in teams.</p> <p>3.2 Refinement of Key2Ed Facilitated IEP process.</p> <p>4.3 Continue implementation of Cybersecurity Tech Plan components including</p>	<p>1.1 Implement Curriculum for Social Emotional Learning including supports for Tier 2/3 needs.</p> <p>1.1 Implement Curriculum for Specials/Exploratory Programs, including:</p> <ul style="list-style-type: none"> <li>● Career Pathways</li> <li>● STEAM Programming</li> <li>● Digital Literacy</li> <li>● Health - Day to Day Safety.</li> </ul> <p>1.3 Support more inclusive preschool opportunities.</p> <p>1.5 Ensure full integration, diversity, and inclusion within specialized courses and clubs/extracurricular activities.</p> <p>2.1 Continue "She Leads" targeted book study and leadership support.</p> <p>2.1 Improve recruitment of candidates who</p>

		<p>hardware replacement cycles, recommended cybersecurity best practices, and ongoing training.</p> <p>4.4 Continued implementation of zero-based budgeting.</p>	<p>represent the cultural diversity of our District.</p> <p>2.5 Improve shared ownership for building relationships and strengthening supportive culture.</p> <p>3.1 Launch AI Bot Assistant for Administrative and Board needs and explore applications for staff and families.</p> <p>3.4 Develop more robust Early Childhood family supports and structures through updated curriculum.</p> <p>3.4 Continued Enhancements to Community Engagement Events.</p> <p>4.1 Plan for capital needs, including replacement cycles for equipment.</p> <p>4.1 Budgeting for surplus and capital project priorities.</p>
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**Recommendation:** Approve the 2026-27 Strategic Plan goals and objectives..