



DECATUR  
PUBLIC  
SCHOOL  
DISTRICT 61

STRATEGIC PLAN II  
2007-2012

*REVISED JANUARY 2010*

GLORIA J. DAVIS, SUPERINTENDENT

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*"TEACHING AND LEARNING  
EVERY CHILD – EVERY DAY"*

# Introduction

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## Purpose

The primary purpose of the Decatur Public School District #61 is to successfully educate all students to the highest level. Our upmost mission should always be to provide a quality educational program to each and every student, regardless of the academic need or family background.

In order to achieve this purpose, the administration has developed a Strategic Plan that addresses the four primary goals of the district. These goals and interventions provide the framework for increased academic achievement and improved instruction for all students.

## Philosophy and Beliefs

The Strategic Plan seeks to outline the goals, responsibilities, and action steps which the administration believes should shape education for the future. It is intended to provide a challenging, common-sense blueprint for our staff, students, and community members to make successful academic achievement a reality for every student. The plan is built upon the following:

- We believe we must make “Academic Achievement” a priority—everything else comes second.
- We believe we must “raise the bar” by maintaining high expectations and academic quality for all students.
- We believe we must “close the gap” in academic performance by assuring that all students have access to high-quality education—regardless of their background, family circumstances, place of birth, or disability; it is not an either/or proposition. Improved achievement for students who are not learning well should not be secured at the expense of others. We must provide opportunities for all

students to excel, without falling into the trap of setting high expectations for some and minimum standards for others.

- We believe we must emphasize in-depth learning. Mastery of basic skills is “essential” but not adequate for tomorrow’s citizens. Children need to acquire the intellectual tools for critical thinking and informed decision-making as well as the ability to use technology for academic and work related purposes. At the same time students must have opportunities to practice new skills and apply their knowledge in real-life situations.
- We believe it is essential to actively involve parents, business partners, and community leaders in the continual effort to strengthen and enhance our district. The entire community is the ultimate beneficiary of a strong public school system.

## Background

The status quo is a ticket to “no progress for students.” Why? Because the world around us is continuously changing. The Decatur Public School District needs to prepare students for a profoundly different future. Our community is faced with very different challenges in today’s society. The students of the past are no longer here and as current census data tells us, they are not returning. Therefore, it is crucial to look at new and different ways of meeting the 21st Century needs of the students we teach today.

Continuing to educate students as we have in the past will not produce the necessary **results** for the present day learner. An emphasis on results is central to district **success**.

This Strategic Plan focuses on the importance of developing new and different programs and processes that will enable the district to achieve measurable results for the benefit of all students.

## **Process**

Our current five year strategic plan was created in 2002 and has served our district as the guiding force for many major improvements. Looking ahead in the spring of 2005, we began a process to renew this plan for the next five years. We held two well-attended community-wide planning meetings to gather and discuss feedback on our performance on current goals as well as solicit ideas on how best to position the district for the future.

Beginning in the fall of 2006, the Board of Education and Administration developed a robust set of initiatives to increase the rigor in our schools as well as restructure our staff to increase accountability to the academic needs of our students. As part of these initiatives, a series of eight community and staff meetings were held to continue to gather input on goals and expectations of our constituents. Participants were given opportunities to form small groups to discuss the mission, strengths, and areas for improvement within our district. These meetings formed the basis for our new five year strategic plan.

A careful review of all input gathered over the last two years reveals that we need to focus on improvements in four major goal areas:

- I. *Improving Academic Achievement***
- II. *Promoting a Positive Learning Environment***
- III. *Fostering Trusting Relationships Among Staff***
- IV. *Maximizing Parent and Community Involvement***

With these clear goals in mind, Superintendent Gloria J. Davis formed several committees to brainstorm strategies and actions to address these goals. Participation on these committees included administrators, staff, union leadership, and key community leaders. Starting in January of 2007, these committees met numerous times to forge and refine strategies and

action plans that addressed critical needs. A heavy emphasis was placed on accountability and clear timelines for each strategy. After months of honest discussion, open debate, and consensus building among a broad range of participants, these proposals were ready for final approval in May of 2007.

This Strategic Plan is a working document. It provides a framework for systemic change throughout the district to first and foremost improve student achievement and to successfully implement the vision, mission, and goals of Decatur Public Schools. With the approval of the Board of Education, the plan will charter a broad range of bold initiatives designed to provide an education for our students that is second to none. An annual review of performance on each goal area will be presented at our public board meeting.

The plan is available for viewing to all members of the community by inquiring at any school, the Keil Administration Building at 101 W. Cerro Gordo in Decatur, or on our Web site, [www.dps61.org](http://www.dps61.org). We encourage continual feedback and make a commitment to express the community's thoughts in an ongoing manner.

Decatur Public School District #61 thanks everyone who participated in the process. We are all stakeholders, whether you have children who are currently in school or have never had a child in the district. It is very important that you know that you have an investment in our young people. The quality of life that Decatur citizens enjoy relies on our ability to shape our future through our youth.

**Decatur Public School Board of Education – June 2007**

# Our Core Values

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- All students will be given equal opportunity and access to quality teaching and experiences, so they can learn, want to learn, and must learn.
- Students, parents, teachers, support staff, administrators, and community must set high expectations for student learning and behavior.
- All students will be motivated and challenged to achieve their full potential through experiences that develop intellectual, emotional, social and physical skills and knowledge.
- Optimal learning takes place in an environment that is safe, positive, and caring; and when all are respectful of each other and the learning process.
- Quality teachers and teaching practices are vital to the success of our students and our schools.
- Every teacher will have access to appropriate resources and continued professional growth in order to challenge all students.
- The success of our students and our schools depends upon a partnership among students, parents, the community, the board, and the staff.
- All students, parents, teachers, support staff, administrators, and our community have rights, roles, and responsibilities for which they are accountable.
- Parents have a responsibility to ensure their students arrive at school ready to learn.
- Students, teachers, and parents must be held accountable for achievement.
- The purpose of public education is to provide all students with the necessary training and experience to become productive citizens and life-long learners.
- The District will be fiscally responsible as it provides an educational program for the students.
- Education is the responsibility of all citizens.
- An actively engaged community is crucial to each student's success.
- The success of our students is vital to the success and growth of our community.

# Our Vision

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All students will become responsible, caring and productive citizens of society in a setting where:

- Students, parents, staff, and community share responsibility;
- District leadership motivates and influences people, policies, and decisions on multiple levels; and
- All financial and other resources are used effectively and efficiently.

# Our Mission

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***“We are committed to educating all students for life-long success.”***

*What this means....*

We possess a passion for educating our students and will persevere on their behalf. We will use proven, effective teaching practices that inspire, engage, and connect students to learning. We will build an intellectual, social, physical, and emotional foundation for every single student that will produce a lifetime love of learning; respect for diversity; and a healthful, productive, and balanced life.

# Those Who Participated

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## **2007 Goal Committees:**

**Goal 1:** Marla Robinson (Chair), Bobbi Williams, Dan Fuentes, Jan Mandernach, Debra Bandy, Brieda Roach, Dan Brown, Shannen Ray, Paula Busboom, Dan Winter, Linda Anderson, Deborah Wiley, Matt Andrews, Deanne Hillman, Jo Wrigley, Brian Hodges, Alida Graham, Sarah Oakes, Stephanie String, Carole Hill

**Goal 2:** Brian Hodges (Chair), D.R. Roberts, Jackie Bullard, Kathy Thompson, April Hicklin, Jim Forrester, Paula Busboom, Marla Robinson, Debbie Hoffert, Dan Brown, Martin Getty, Deanne Hillman

**Goals 3 & 4:** Dawn Hunter (Co-Chair), Bobbi Williams (Co-Chair), Laura Cornille-Cannady (Learning Alliances Company), Russ Proch (Jones and Thomas), Jesse Price (Caterpillar), Dan Brown, Paula Busboom, Renee Burdick, Max Burgstahler, Steve Clark, Carla Burger, Randy Dotson, Martin Getty, Drew Goebel, Alida Graham, Deanne Hillman, Debbie Holeman-Shipp, Mike Sotiroff

## **Decatur Public Schools Board of Education:**

Dr. Janice Mandernach (President), D.R. Roberts (Vice-President), Dan Oakes, Kevin Moore, Terry Robinson, Jackie Bullard, Dan Winter

## **Current Decatur Public Schools Board of Education:**

Dan Winter (President), Dr. Janice Mandernach (Vice-President), D. R. Roberts, Terry Robinson, Dan Oakes, Kevin Moore, Lavell Peete

**Strategic Plan Chairperson:** Brian Hodges

**District Superintendent:** Gloria J. Davis

# Acceptance of the Board of Education

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We look forward to the Superintendent and staff accomplishing our vision for District 61 over the next two years. We realize that this plan is a work in progress and as implemented will affect the entire community. We appreciate receiving periodic reports on actions taken and targets met. The continued efforts of the Superintendent and her staff are appreciated as we join in partnership with our community to educate all students for life-long success.

In an effort to assist District 61 with becoming one of the premier educational systems in the nation, the Board of Education hereby adopts this Strategic Plan as presented this \_\_\_\_\_ day of \_\_\_\_\_, 2010.

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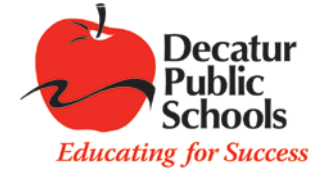
Gloria J. Davis,  
Superintendent

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Dan Winter,  
President, District 61 Board of Education

Goal:  
Strategy:

## 2007-2012 Strategic Plan II



1. Improve Academic Achievement to Ensure All Students Are At or Above Grade Level At The End Of Each Grade Level

A. Implement Best Practices in Instructional Strategies

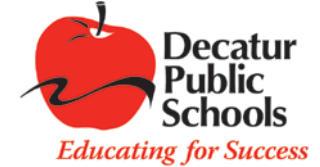
Responsibility For This Strategy: Assistant Superintendents

Action	Action Manager	Team	Results/Timeline	Measures
1. Sustain and monitor implementation of Professional Learning Community (PLC) Practices.	Director of Teaching and Learning	Principals Building Level Teams District Leadership Team Instructional Specialists	Build administrator and teacher leadership capacity each year with full implementation by August 2012.	PLC Meeting Agendas PLC Full Day Evaluations PLC Support Team Evaluations Instructional Walk-Through Data Classroom Observations Follow-up Monitoring Forms



Goal:  
Strategy:

## 2007-2012 Strategic Plan II



### 1. Improve Academic Achievement to Ensure All Students Are At or Above Grade Level At The End Of Each Grade Level

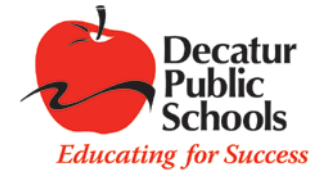
#### A. Implement Best Practices in Instructional Strategies

Responsibility For This Strategy: Assistant Superintendents

Action	Action Manager	Team	Results/Timeline	Measures
2. Facilitate effective alignment of the Illinois Learning Standards (Framework), local curriculum instruction, assessments, and professional development.	Assistant Superintendents	Director of Teaching and Learning Instructional Specialists Building Administrators Curriculum Task Forces Teachers Student Assessment Action Group Special Education Administrators	Districtwide curriculum audit needs to be conducted. Select a company to execute the audit. Analyze audit results and develop an implementation plan and timeline. Plan will be submitted to the Superintendent in August 2010.  Comprehensive Pre-K -12 Reading and Math Curriculum Guides developed and distributed to all teachers and instructional staff by May 2011. Comprehensive Pre-K -12 Social Studies and Science Guides developed and distributed to all teachers and instructional staff by May 2012.	Curriculum Guides completed, distributed and being used by principals, teachers and instructional staff

# Goal: Strategy:

## 2007-2012 Strategic Plan II



### 1. Improve Academic Achievement to Ensure All Students Are At or Above Grade Level At The End Of Each Grade Level

#### A. Implement Best Practices in Instructional Strategies

Responsibility For This Strategy: Assistant Superintendents

Action	Action Manager	Team	Results/Timeline	Measures
3. Implement and sustain co-teaching practices.	Assistant Director of Special Education for Decatur	Instructional Specialists Building Administrators Special Education Administrators	Increase percentage of special education students being taught in general education/co-taught settings (85% by 2010 child count).  Increase student achievement of all students taught in co-taught settings to AYP targets or growth of at least 10% increase in reading and math annually.	Special Education Least Restrictive Environment Data, ISAT Data, Think Link Data, Class Lists and Student Schedules, Teacher training evaluations
4. Implement and sustain differentiated instruction practices.	Director of Teaching and Learning	Gifted Strategists Instructional Specialists Teachers Principals	Percent of students meeting and exceeding state standards will meet yearly state targets or increase by at least 10 percent each year.	Classroom observations Professional development session evaluations Instructional Walk through Data Think Link and DIBELS Data
5a. Monitor the program and practices of Gifted Services.	Director of Teaching and Learning	Gifted Strategists Parents Principals	Preliminary Gifted Summary Report to the Superintendent by May 2010.  Final recommendations to the Superintendent by January 2011.	Survey Data Professional Development Session Evaluations Follow-up Monitoring Forms  Analyze composition of students on gifted list and student achievement data

# Goal: Strategy:

## 2007-2012 Strategic Plan II



### 1. Improve Academic Achievement to Ensure All Students Are At or Above Grade Level At The End Of Each Grade Level

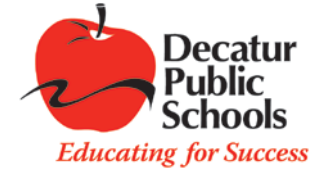
#### A. Implement Best Practices in Instructional Strategies

Responsibility For This Strategy: Assistant Superintendents

Action	Action Manager	Team	Results/Timeline	Measures
5b. Investigate establishment of a Gifted Center.	Director of Teaching and Learning	Gifted Strategists Parents Principals	Recommendations were made to the Superintendent by January 2008	Written documentation and recommendations were delivered; resources in terms of a building and funding are being sought.
6. Continue to increase the number of individual students taking Advanced Placement (AP) honors classes; increase the number of students who take the AP test, and the number of students scoring high enough to get college credit.	Assistant Superintendents	Principals Instructional Specialists Teachers Counselors	The number of Advanced Placement classes will be determined by the number of students that sign up for AP classes in January each year. Increase the number of AA students that enroll in AP classes. Increase the number of mid-level students taking AP classes. Provide professional development to counselors, teachers and administrators to deepen their knowledge of AP programs so they can encourage and recruit students into the AP program. The number of students taking AP tests will be monitored by teachers and counselors during signups for testing with the goal of more students taking the test.	AP student class enrollment numbers will be evaluated for increases. Listing of what students are enrolled in AP classes (race, sex, grade level) will be developed each August. The AP test numbers will be measured in August of each year from actual numbers of students who took the test in the Spring. Data will also be collected and shared to reflect the number of students scoring at levels 3, 4 and 5.

Goal:  
Strategy:

## 2007-2012 Strategic Plan II



### 1. Improve Academic Achievement to Ensure All Students Are At or Above Grade Level At The End Of Each Grade Level

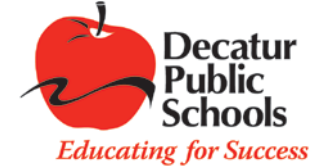
#### A. Implement Best Practices in Instructional Strategies

Responsibility For This Strategy: Assistant Superintendents

Action	Action Manager	Team	Results/Timeline	Measures
7. Expand quality extended learning opportunities outside the school day for students Pre-K through 12th Grade.	Director of Special Programs	Principals Counselors Instructional Specialists Director of Human Resources Grants Administrator Extended Learning Coordinator	Increase the number of quality extended learning opportunities/programs by 3 sites each year with a target of 12 program sites by 2012, depending on funding.  Improve average attendance of participants attending programs 30+ days from 31% to 60%.  Improve student achievement of attendees as determined by each academic assessment.	Number of programs Data from attendance reports Student achievement data from sources such as Think Link, SRI, etc...

# Goal: Strategy:

## 2007-2012 Strategic Plan II



### 1. Improve Academic Achievement to Ensure All Students Are At or Above Grade Level At The End Of Each Grade Level

#### A. Implement Best Practices in Instructional Strategies

Responsibility For This Strategy: Assistant Superintendents

Action	Action Manager	Team	Results/Timeline	Measures
8. Implement and monitor high school programs for effectiveness. Evaluate the Bridge/Advisory programs, implement the ACT/Cambridge program and provide professional development to areas of weakness. Monitor and evaluate effectiveness of Small Learning Communities.	Assistant Superintendents	Principals Director of Human Resources Teachers	Evaluate the effectiveness of Small Learning Communities in both high schools by May of 2010.  The Bridge/Advisory program in the high schools will be evaluated during the 2009-2010 school year.  Implement the ACT/Cambridge program by December of 2009 and monitor the effectiveness of the program in July of 2010.	A survey of students, staff and administration will be taken along with data collection on achievement and other non-academic performance (truancy, behavior, tardiness) will be used to evaluate the Small Learning Communities in May of 2010. A Bridge/Advisory program evaluation will be completed by a team of District Administration and DEA members by June of 2010. ACT test results will be used to determine success of the ACT/Cambridge program, July 2010. Annual Secondary Education Report to Superintendent and Board of Education, July 2010.

# Goal: Strategy:

## 2007-2012 Strategic Plan II



### 1. Improve Academic Achievement to Ensure All Students Are At or Above Grade Level At The End Of Each Grade Level

#### A. Implement Best Practices in Instructional Strategies

Responsibility For This Strategy: Assistant Superintendents

Action	Action Manager	Team	Results/Timeline	Measures
9. Evaluate the impact of instructional assistants in all Kindergarten and 1st Grade classrooms.	Assistant Superintendents	Principals Teachers Teaching Assistants	A survey of assistants, teachers, and principals was completed in June of 2008 showing positive results. A survey will be completed of the same persons by May of 2010. Analysis of student data including DIBELS, Think Link, Peabody, retention rates, discipline referrals.	Report and recommendations to the Superintendent in June of 2010.
10a. Implement and sustain the Digital Classroom concept in all District Classrooms based on available resources.	Director of Management Information Systems	Director of Teaching and Learning Director of Special Programs Director of Buildings and Grounds Assistant Superintendents	All PreK-8 classrooms will have Digital SmartBoards, Document Cameras, and Responder Systems purchased with Stimulus funds by December 2010. District budget will include provisions for ongoing support and a yearly replacement cycle. A plan for High Schools will be delivered to the Superintendent by January 2011 (after the Decision 4 Decatur referendum in November 2010).	Classroom Inventory District Budget Yearly Replacement Plan High School Plan

# Goal: Strategy:

## 2007-2012 Strategic Plan II



### 1. Improve Academic Achievement to Ensure All Students Are At or Above Grade Level At The End Of Each Grade Level

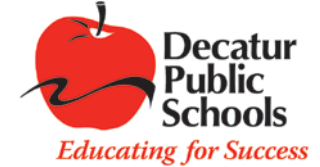
#### A. Implement Best Practices in Instructional Strategies

Responsibility For This Strategy: Assistant Superintendents

Action	Action Manager	Team	Results/Timeline	Measures
10b. Implement and sustain Digital Classroom training for all teachers.	Director of Teaching and Learning	Director of Management Information Systems Director of Special Programs Instructional Specialists	Level I Training complete prior to installation. Level II Training complete within 6 months of installation. Ongoing series of Level II training provided.	Survey Data Instructional Walk Through Data Classroom Observations Sign-In Sheets Completed Training Manual
11. Leverage online resources such as Moodle and DPSWeb to post lesson plans and interactive professional development opportunities.	Director of Teaching and Learning	Director of Management Information Systems, Principals, District Leadership Team, Instructional Specialists	Preliminary review by May 2010.	Pre and Post Survey Data DPSWeb Usage Report
12. Implement consistent parent conference / open house schedule and practices.	Assistant Superintendents	District Leadership Team Principals	Maintenance of consistent schedules for open houses and parent conferences	Parent conference and open house schedules. 100% of students' parents having a teacher conference at the elementary level 100% of students' parents contacted and invited for conferences at the secondary level. 100% of students' parents having a teacher conference at the secondary level if the student is failing the class.

# Goal: Strategy:

## 2007-2012 Strategic Plan II



### 1. Improve Academic Achievement to Ensure All Students Are At or Above Grade Level At The End Of Each Grade Level

#### A. Implement Best Practices in Instructional Strategies

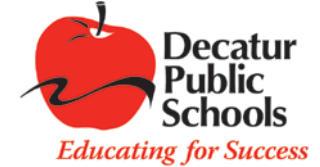
Responsibility For This Strategy: Assistant Superintendents

Action	Action Manager	Team	Results/Timeline	Measures
13. Implement systematic tiered system of interventions aligned to individual student needs and monitored with fidelity.	Assistant Director of Special Education for Decatur	District Leadership Curriculum Team, Special Education Administrators, Principals, Instructional Specialists, Teachers	100% of students identified in specific tier of intervention has corresponding plan of intervention by May 2011.  Increase student achievement to AYP targets or growth of at least 10% increase in reading and math annually.	Building plans Student plans



# Goal: Strategy:

## 2007-2012 Strategic Plan II



### 1. Improve Academic Achievement to Ensure All Students Are At or Above Grade Level At The End Of Each Grade Level

#### B. Recruit and Retain a Diverse, Highly Qualified Staff

Responsibility For This Strategy: Director of Human Resources

Action	Action Manager	Team	Results/Timeline	Measures
1. Review and analyze factors impacting teacher attrition and make recommendations to the Superintendent to minimize these factors.	Director of Human Resources	Principals Special Education Administrators	Develop an online survey for teachers who leave the district by May 2010. Use survey to gather data in terms of who leaves the district and why they leave.  Results of review and recommendations to the Superintendent by March 2011 Teachers leaving by choice will decrease annually by 10% beginning in 2012	Survey in use by May 2010 Data review and recommendations to Superintendent in March 2011 Annual Human Resources update each Spring
2. Increase number of minority staff, with an emphasis on teachers.	Director of Human Resources	Principals Recruiting Teams	Number of minority teachers hired will increase by five (5) per year.  Number of other minority staff maintained or increased.	Annual Minority Staffing Report
3. In hard-to-fill areas such as Math and Special Education, decrease use of long-term substitutes and retirees hired to teach full time.	Director of Human Resources	Principals	Number of classes taught by long-term substitutes will decrease annually. Number of retired teachers hired to teach full time will decrease annually.	Annual Human Resources update to the Board of Education

# 2007-2012 Strategic Plan II



## 1. Improve Academic Achievement to Ensure All Students Are At or Above Grade Level At The End Of Each Grade Level

### B. Recruit and Retain a Diverse, Highly Qualified Staff

Responsibility For This Strategy: Director of Human Resources

Action	Action Manager	Team	Results/Timeline	Measures
4. Expand the Principal Mentor Program.	Director of Teaching and Learning	Assistant Superintendents Director of Human Resources Principals	Program enhanced by June 2010	Pre-Post Survey Data Professional Development Session Evaluations Administrator Retention Rates
5. Evaluate and revise Human Resources interviewing and hiring practices with an emphasis on implementing systems and processes to identify applicants with value systems which align with our District values.	Director of Human Resources	District Leadership Team Principals Union Leadership	Possible pilot programs in Spring of 2010 for administrative hires for 2010-2011 hires.  Recommendations to the Superintendent by February of 2011.  Implementation of changes by June of 2011.	New practices established

# 2007-2012 Strategic Plan II



## 1. Improve Academic Achievement to Ensure All Students Are At or Above Grade Level At The End Of Each Grade Level

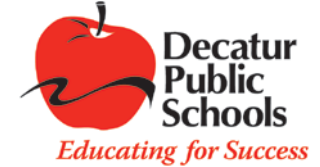
### C. Provide Family Support Services to Address Non-Academic Barriers To Student Achievement

Responsibility For This Strategy: Director of Student Services

Action	Action Manager	Team	Results/Timeline	Measures
1. Monitor the usage of the Family Resource Center.	Director of Student Services	Dropout Prevention Coordinator Principals Director of Special Programs Family Resource Center Secretary	Ongoing throughout the 2009-2010 school year.	Number of students and parents utilizing the Family Resource Center, and provide annual report to Board of Education.
2. Design and recommend procedures to facilitate an efficient and effective start of the school year (e.g., centralized registration).	Director of Student Services	Director of Research and Information Director of Purchasing and Transportation Director of Management Information Systems Assistant Superintendents Director of Student Services Principals Registration Committee Family Resource Center Secretary	Recommendations to the Superintendent by January 2010.  Centralized Registration procedures implemented by March 2010 and reviewed annually.  Investigate the utilization, implementation and impact of the Educational Stabilization Plan and Babysitter Policy.  Report to the Superintendent in November 2010	Recommendations delivered Procedures in place Annual review to Board of Education

# Goal: Strategy:

## 2007-2012 Strategic Plan II



**1. Improve Academic Achievement to Ensure All Students Are At or Above Grade Level At The End Of Each Grade Level**

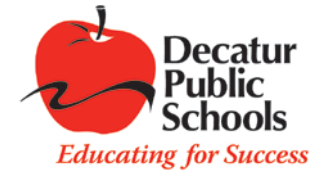
**C. Provide Family Support Services to Address Non-Academic Barriers To Student Achievement**

**Responsibility For This Strategy: Director of Student Services**

Action	Action Manager	Team	Results/Timeline	Measures
3. Review and assess non-academic barriers to providing opportunities to student success.	Director of Student Services	District Leadership Team Dropout Prevention Coordinator Student Services Intervention Coordinators Building Level Intervention Teams Principals	Recommendations to the Superintendent by January 2010	Recommendations delivered
4. Sustain and monitor comprehensive program to reduce dropout rate.	Director of Student Services	Director of Student Services Dropout Prevention Coordinator Student Services Intervention Coordinators Principals Director of Technical Academy Building Level Intervention Teams	Four year dropout rate will decrease by 5-10% per year beginning with the 2009-2010 school year.	Annual report to the Board of Education

# Goal: Strategy:

## 2007-2012 Strategic Plan II



### 1. Improve Academic Achievement to Ensure All Students Are At or Above Grade Level At The End Of Each Grade Level

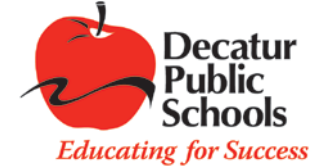
#### D. Improve Ability to Make Data Driven Decisions

Responsibility For This Strategy: Director of Research and Information

Action	Action Manager	Team	Results/Timeline	Measures
1. Implement academic data analysis software program capabilities by loading additional data and expanding its reporting capabilities.	Director of Research and Information	Director of Management Information Systems	Twenty additional reports accessible by July 2010; Finance reports accessible by December 2010; Tier 2 assessment data loaded by July 2010 and incrementally as results are available.	Needed data and reports
2. Conduct comprehensive academic data analysis training.	Director of Teaching and Learning	Director of Research and Information Director of Management Information Systems Principals Special Education Administrators	Training plan fully implemented by June 2010	Completed Training Manual Training Attendance Rosters Pre-Post Survey Data Session Evaluations Data Warehouse Usage Reports
3. Evaluate District use of assessments to improve student learning and make recommendations for improvements.	Director of Research and Information	Director of Teaching and Learning Student Assessment Action Group	Annual evaluation and recommendations delivered to the Superintendent in April	Recommendations and evaluations delivered
4. Investigate alternatives to Pentamation Student to increase ease of use and enhance student data usefulness.	Director of Management Information Systems	Director of Business Affairs Director of Purchasing and Transportation Director of Research and Information	Evaluation complete and recommendations to the Superintendent by May 2010	Recommendations delivered

# Goal 1

## 2007-2012 Strategic Plan II



### 1. Improve Academic Achievement to Ensure All Students Are At or Above Grade Level At The End Of Each Grade Level

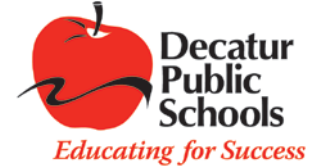
**E. Provide opportunities for all students to engage in challenging Career and Technical Education (CTE) programs or courses or activities that connect core academic subjects and CTE coursework in comprehensive programs of study**

**Responsibility For This Strategy: Assistant Superintendents**

Action	Action Manager	Team	Results/Timeline	Measures
1. Implement a comprehensive Career and Technical Education (CTE) Program throughout the District, to ensure that all students are provided with career development and career exploration opportunities.	Director, Decatur Area Technical Academy	Principals Assistant Principals Counselors Assistant Director, Tech Academy Heartland Region Staff Director of Teaching and Learning Director of Special Programs Special Education Administrators Dropout Prevention Coordinator Extended Learning Coordinator	Recommendations to the Superintendent by April 2010 and procedures implemented by September 2010	Total number of students, annually, that complete Career and Technical Education programs or courses--or participate in career development and career exploration activities

# Goals

## 2007-2012 Strategic Plan II



### 1. Improve Academic Achievement to Ensure All Students Are At or Above Grade Level At The End Of Each Grade Level

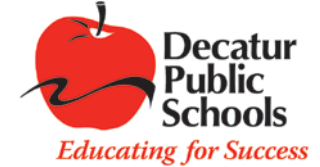
**E. Provide opportunities for all students to engage in challenging Career and Technical Education (CTE) programs or courses or activities that connect core academic subjects and CTE coursework in comprehensive programs of study**

**Responsibility For This Strategy: Assistant Superintendents**

Action	Action Manager	Team	Results/Timeline	Measures
2. Expand Career Development and Career Exploration opportunities, by fully utilizing the Career Cruising Guidance (i.e., Program of Study) and Portfolio components for all students in grades 7-12.	Director, Decatur Area Technical Academy	Principals Assistant Principals Counselors Assistant Director, Tech Academy Heartland Region Staff Director of Teaching and Learning Director of Special Programs Special Education Administrators Dropout Prevention Coordinator Extended Learning Coordinator	Recommendations to the Superintendent by April 2010 and implementation by September 2010	The number of students, annually, that meet District-established Career Cruising benchmarks in Program of Study and in Portfolio development

# Goals

## 2007-2012 Strategic Plan II



### 1. Improve Academic Achievement to Ensure All Students Are At or Above Grade Level At The End Of Each Grade Level

**E. Provide opportunities for all students to engage in challenging Career and Technical Education (CTE) programs or courses or activities that connect core academic subjects and CTE coursework in comprehensive programs of study**

**Responsibility For This Strategy: Assistant Superintendents**

Action	Action Manager	Team	Results/Timeline	Measures
3. Expand Career Exploration opportunities for all students in grades Pre-K to 8.	Director, Decatur Area Technical Academy	Principals Assistant Principals Counselors Assistant Director, Tech Academy Heartland Region Staff Director of Teaching and Learning Director of Special Programs Special Education Administrators Dropout Prevention Coordinator Extended Learning Coordinator	Recommendations to the Superintendent by April 2010 and procedures implemented by September 2010	The number of students, annually, that participate in Career Exploration activities



# Goal:

## 2007-2012 Strategic Plan II



### 2. Promote a Positive Learning Environment

# Strategy:

#### A. Provide Facilities Conducive to Learning

Responsibility For This Strategy: Director of Business Affairs

Action	Action Manager	Team	Results/Timeline	Measures
1. Provide optimal indoor and outdoor lighting.	Director of Buildings and Grounds	Buildings and Grounds Personnel	20% of this work will be completed by the end of each school year between 2007 and 2012 depending on the availability of Energy Grant Funding Sources	Biannual Strategic Plan Status Report to the Board of Education
2. Paint entire building interiors and exteriors.	Director of Buildings and Grounds	Buildings and Grounds Personnel	Implement Painting Plan/All work completed by December 31, 2012.	Biannual Strategic Plan Status Report to the Board of Education
3. Coordinate external review of building safety needs.	Director of Buildings and Grounds	District Safety Committee External Consultants	Building needs assessment complete by August 2008. All recommendations completely implemented by September 2010.	Biannual Strategic Plan Status Report to the Board of Education will include training and operational plans
4. Investigate the availability of funding and establish a new city-wide High School.	Superintendent	Director of Buildings and Grounds District Leadership Team Community Partners Principals	Investigate ongoing development of a new school construction program	New school construction report to Board of Education including availability of funding resources
5. Establish a new Early Childhood Learning Center.	Superintendent	Director of Buildings and Grounds District Leadership Team Community Partners Principals	Investigate funding sources for center by June 2012. Center will be established if and when funding is secured.	Biannual Strategic Plan Status Report to the Board of Education

# Goal:

## 2007-2012 Strategic Plan II



### 2. Promote a Positive Learning Environment

# Strategy:

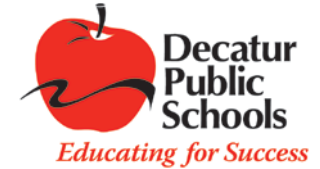
#### A. Provide Facilities Conducive to Learning

Responsibility For This Strategy: Director of Business Affairs

Action	Action Manager	Team	Results/Timeline	Measures
6. Provide air conditioning for all schools.	Superintendent	Board Of Education District Leadership Team Community Members	Investigate and secure funding sources for all schools beginning August 2007.  Air conditioning for high schools and DATA are included in the options developed by the High School Task Force Committee.  Projects will be completed as funding becomes available.	HVAC system upgrade study for all schools completed in March 2008. Biannual Strategic Plan Status Report to the Board of Education.

# Goal:

## 2007-2012 Strategic Plan II



### 2. Promote a Positive Learning Environment

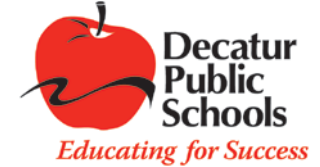
#### B. Implement a Comprehensive Approach to Behavior Management That Meets the Needs of Students

Responsibility For This Strategy: Director of Student Services

Action	Action Manager	Team	Results/Timeline	Measures
1. Review and analyze current discipline reports to determine areas of highest need.	Director of Student Services	Discipline Action Committee Director of Research and Information District Leadership Team Principals	Review quarterly throughout the 2009-2010 school year, and complete by August 2010.	Annual report to Board of Education
2. Research and recommend program(s) to improve student behavior.	Director of Student Services	Discipline Action Committee Building Level Committees District Leadership Team Principals Student Services Intervention Coordinators	Recommendations to the Superintendent by February 2010.	Recommendations delivered and pilot schools selected
3. Deliver building level training for behavior program adoptions and evaluate effectiveness.	Director of Teaching and Learning	Director of Student Services Principals Teachers	Initial training for pilot schools completed by May 2010. Ongoing training completed within one year of district recommendation.	Classroom Observations Instructional Walk Through Data Discipline Data Training Attendance Rosters PBIS Data PBIS Observations

# Goal: Strategy:

## 2007-2012 Strategic Plan II



### 2. Promote a Positive Learning Environment

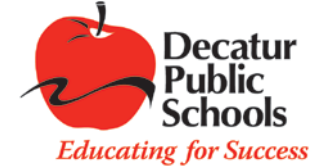
#### C. Provide Student Services Based on Student Needs

Responsibility For This Strategy: Director of Student Services

Action	Action Manager	Team	Results/Timeline	Measures
1. Continue to expand and evaluate the effectiveness of internal and external student support systems.	Director of Student Services	District Leadership Team Principals Dropout Prevention Coordinator Special Education Administrators Student Services Intervention Coordinators	Evaluate attendance, truancy, and graduation rates through the use of focus groups during the 2009-2010 school year.	Improved attendance, truancy, and graduation rates
2. Monitor current alternative education referral process.	Director of Student Services	Director of Student Services Director of Special Education Assistant Superintendents Principals Student Services Intervention Coordinators	Monitor referrals to ensure student interventions were in place prior to referral submission during the 2009-2010 school year.	Number of students referred to the alternative education program

# Goal: Strategy:

## 2007-2012 Strategic Plan II



### 2. Promote a Positive Learning Environment

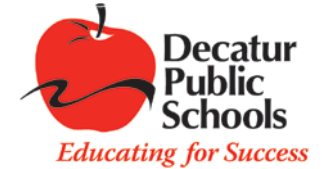
#### C. Provide Student Services Based on Student Needs

Responsibility For This Strategy: Director of Student Services

Action	Action Manager	Team	Results/Timeline	Measures
3. Monitor student services personnel efforts to better meet student needs.	Director of Student Services	Dropout Prevention Coordinator Principals Special Education Administrators Counselors Social Workers Student Services Intervention Coordinators Nurses Family Liaisons	Quarterly report of efforts provided to Superintendent during the 2009-2010 school year.	Quarterly report delivered
4. Increase coordination of community-based after school programs based on student needs and develop a database of participants.	Director of Student Services	Director of Student Services Dropout Prevention Coordinator Extended Learning Coordinator Director of Research and Information Director Special Programs Student Services Intervention Coordinators Family Resource Center Secretary	Annual booklet of academic student opportunities and central database of participants by January 2010.	Published document of opportunities Database available

# Goal: Strategy:

## 2007-2012 Strategic Plan II



### 3. Foster Respectful and Trusting Relationships Among Employees

#### A. Promote Full, Accurate, and Timely Disclosure of All Information

Responsibility For This Strategy: Superintendent

Action	Action Manager	Team	Results/Timeline	Measures
1. Implement recommendations regarding communication needs and evaluate effectiveness.	Chief Communications Officer	Director Decatur Area Technical Academy Director of Management Information Systems Director of Research and Information Building Principals Administrators	Evaluate yearly beginning May 2010.	Consideration and/or implementation of recommendations via Annual Employee Survey

# Goal:

## 2007-2012 Strategic Plan II



### 3. Foster Respectful and Trusting Relationships Among Employees

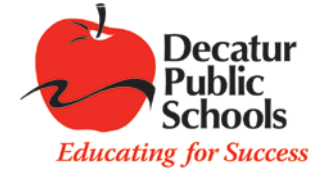
#### B. Engage in Open and Honest Discussions Regarding Expectations, Goals, and Strategies

Responsibility For This Strategy: Superintendent

Action	Action Manager	Team	Results/Timeline	Measures
1. Provide all employees with training on best practices in interpersonal communication.	Director of Teaching and Learning	Chief Communications Officer External Consultants District Staff	Increase the number of staff trained each year by 20%.	Training Agendas/Materials Sign in sheets Customer Satisfaction Forms We Listen Feedback
2. Continue to hold monthly meetings between union and district leadership to discuss expectations, goals, and strategies using objective data to inform and guide communication.	Assistant Superintendents	Union Leadership	Meetings will occur monthly	Agendas and minutes
3. Hold quarterly meetings involving Principals and Building Association Representatives at each building to discuss expectations, goals and strategies using objective data to inform and guide communication.	Assistant Superintendents	Principals Building Association Representatives	Meetings will occur quarterly	Agendas and minutes

# Goal:

## 2007-2012 Strategic Plan II



### 3. Foster Respectful and Trusting Relationships Among Employees

#### C. Provide Safe Opportunities for All Employees to Talk Openly About Suggestions for Improvement

Responsibility For This Strategy: Superintendent

Action	Action Manager	Team	Results/Timeline	Measures
1. Encourage "safe", professional communication practices that provide honest and constructive dialogue.	Assistant Superintendents	District Leadership Team Union Leadership Building Administrators	The use of listening sessions "focus groups" with District leaders and representative members of all employee groups	One (1) focus group per Union group will be held each year. Numbers attending, dialogue and notes of discussion
2. Through collaboration, establish parameters that ensure all decisions are made at the appropriate level.	Assistant Superintendents	District Leadership Team Union Leadership Building Administrators	District Leadership will meet with Union Leadership and discuss issues, policies and procedures as necessary.	Minutes of conversations
3. Implement Intranet-based discussion forum for use by District personnel. Promote usage District wide.	Director of Management Information Systems	Chief Communications Officer	Intranet-based discussion forum in place by May 2010	Systems availability Staff feedback



# Goals:

## 2007-2012 Strategic Plan II



### 4. Maximize Parent and Community Involvement

#### A. Improve Relationships With Parents

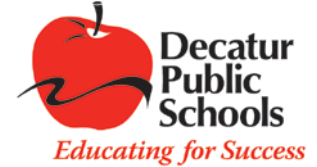
# Strategy:

Responsibility For This Strategy: Chief Communications Officer

Action	Action Manager	Team	Results/Timeline	Measures
1. Continue the district level parent group called Talk, Listen, and Collaborate (TLC) to solicit input on policies and procedures of the district.	Director of Special Programs	Building Administrators Union Representation Parents	Committee will meet four times a year.	Increase opportunity for parent involvement i.e. Curriculum Advisory Council, District Budget Committee etc; Committee roster and agendas Input data submitted to District Leadership Team
2. Provide appropriate parental training to address identified needs.	Director of Teaching and Learning	Principals Parents District Leadership Curriculum Team Instructional Specialists	Schools provide needs and time line by end of September each year.	Parent Attendance Rosters Survey data
3. Monitor and facilitate usage of Blackboard ConnectED Parent Contact System to enhance and maximize parent/family communication.	Director of Management Information Systems	Chief Communications Officer Building Administrators Parent Groups	Training will be provided to principals to make "all staff" calls by February 2010. Monthly system training on all system features will commence by April 2010.	Training sign in sheets Usage data

# Goals:

## 2007-2012 Strategic Plan II



### 4. Maximize Parent and Community Involvement

#### A. Improve Relationships With Parents

# Strategy:

Responsibility For This Strategy: Chief Communications Officer

Action	Action Manager	Team	Results/Timeline	Measures
4. Monitor usage of Home Access Center and ensure parents and teachers are using system to maximum benefit.	Chief Communications Officer	Assistant Superintendents Director of Management Information Systems	100% of District teachers will post grades at least weekly by September 2010. Parent surveys will indicate that at least 80% of parents with internet access are actively checking their students' grades by December 2010.	System reports Parent surveys
5. Implement a Customer Satisfaction Survey in order to increase positive interaction between all district staff and parents.	Chief Communications Officer	Principals All District Staff Parents	Customer survey responses, based on monthly review and analysis of building submissions, will indicate a 10% improvement in positive responses of staff interaction between August 2009 and May 2010. A goal of 500 surveys collected, or 50 per month, completed by May 2010.	Customer survey scores/responses
6. Host community open houses.	Chief Communications Officer	District Leadership Team Principals	At least one event every semester beginning spring 2010.	Open house schedule
7. Increase opportunities for parental involvement and support.	Chief Communications Officer	Principals Parent Liaisons District Level Parent Group Special Education Administrators Parents	Baseline data established January 2010 and increase participation and/or parental support by 10%.	List of opportunities for participation and/or support systems for families

# Goal: Strategy:

## 2007-2012 Strategic Plan II



### 4. Maximize Parent and Community Involvement

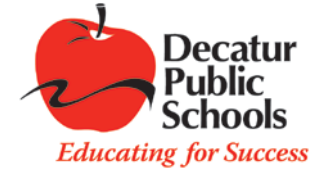
#### B. Maximize Partnerships with Business and Industry

Responsibility For This Strategy: Chief Communications Officer

Action	Action Manager	Team	Results/Timeline	Measures
1. Solicit support from realtors and local business Human Resources departments.	Chief Communications Officer	District Superintendent Assistant Superintendents Director of Human Resources	Present relevant and timely information to specific community groups (i.e. Area Association of Realtors, Greater Decatur Chamber of Commerce) on-going throughout the year.	Documentation of attendance (sign-in sheets and record of membership) Schedule of presentations
2. Monitor student community involvement through Service Learning opportunities.	Assistant Superintendent	Guidance Counselors Career Coordinators Dropout Prevention Coordinator Community Engagement Staff Superintendent's Youth Advisory Council	Evaluate the success of Service Learning of High School students annually.  Counselors will log S.L. hours of students and monitor student progress in earning hours.  Survey the community to see the impact of the Service Learning program.	Annual Report of Service Learning projects and hours to the Board of Education in June of each year. Counselor data sheets on number of students impacted and student hours. Student survey on hours earned and projects/programs completed each year. Community member(s) reports to the BOE on impact of Service Learning and the community.

# Goals: Strategy:

## 2007-2012 Strategic Plan II



### 4. Maximize Parent and Community Involvement

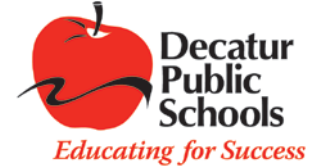
#### B. Maximize Partnerships with Business and Industry

Responsibility For This Strategy: Chief Communications Officer

Action	Action Manager	Team	Results/Timeline	Measures
3. Collaborate with Decatur Area Education Coalition to develop a community engagement plan.	Assistant Superintendents	Community Leaders Chamber Committee Greater Decatur Education Coalition Director of Special Programs Chief Communications Officer	Programs implemented in partnership with the Education Coalition. Members of the District Leadership Team will serve on each of the three (3) Education Coalition Teams. Working as members of the Coalition and with community members, local businesses and industry partnerships will be established to help raise academic success within District 61 and achieve this through the communication plan.	Annual Elementary and Secondary Updates to the Board of Education as well as other appropriate reports Community surveys and data provided to the Decatur Area Education Coalition will become a part of the communication plan. Number of programs provided developed through the Education Coalition, number of community partners involved and number of students being served
4. Host community open houses including informational fairs working collaboratively with Human Resource departments of major business to strengthen partnerships.	Chief Communications Officer	District Leadership Team Principals	At least one event each semester	Schedules of informational fairs and/or materials provided

# Goals:

## 2007-2012 Strategic Plan II



### 4. Maximize Parent and Community Involvement

#### C. Increase External Marketing Efforts

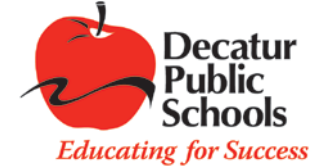
# Strategy:

Responsibility For This Strategy: Chief Communications Officer

Action	Action Manager	Team	Results/Timeline	Measures
1. Monitor and maintain website to ensure information is relevant, timely and meaningful in a customer friendly manner to provide communication in a mode that meets the needs of students and families.	Chief Communications Officer	Director of Management Information Systems	Annual Customer Survey will indicate that the information on the website is relevant and useful to 80% of families with Internet access.  Annual Customer Survey will begin May 2010.	Annual Customer Survey Website usage report
2. Expand media relationships and develop consistent interview schedule with local television stations and newspaper.	Chief Communications Officer	District Superintendent Assistant Superintendents	Schedule developed each semester.	Regularly scheduled interviews with local media
3. Better utilize Cable Channel 22 - Clearly define various responsibilities to ensure 100% high- quality programming - Investigate future technology needs. Provide consistent programming schedule - Increase volume of timely, interesting video Production of more highlight-based videos versus full length.	Chief Communications Officer	Director Decatur Area Technical Academy Director of Management Information Systems	Provide quality programming that highlights special events and district activities. Weekly schedule for programming published for external and internal reference via 61 Minutes and the website.	Annual Customer Survey

# Goals: Strategy:

## 2007-2012 Strategic Plan II



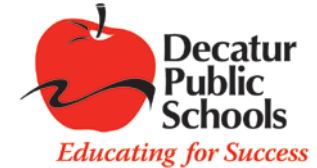
### 4. Maximize Parent and Community Involvement

#### D. Create Customer Friendly Environment in All Buildings

Responsibility For This Strategy: Director of Buildings and Grounds

Action	Action Manager	Team	Results/Timeline	Measures
1. Assess entrance and parking areas of all buildings to ensure areas are visitor friendly.	Director of Buildings and Grounds	Buildings and Grounds Staff Building Administrators District Leadership Team	Site assessment by December 2007  Improvements made to 25% of buildings each year beginning August 2008	Biannual Strategic Plan Status Report to the Board of Education
2. Address building needs to ensure all public areas are clean and presentable.	Director of Buildings and Grounds	Supervisor of Custodial Operations Building Administrators	Assess areas on a monthly basis and provide monthly reports	Quality Control Inspection Checklists

# 2007-2012 Strategic Plan II



## Appendix A – Completed Items

### Appendix A – Closed Items

#### Goal 1 - Improve Academic Achievement to Ensure All Students Are At or Above Grade Level At The End Of Each Grade Level

- 1.C.3. Review and assess current student expulsion procedures and recommend potential changes in order to better serve families.
  - Student Services, a newly created department, was charged with assessing and reviewing the existing expulsion procedures. As a committee, we designed a process that is now consistent throughout the district.
- 1.D.1 Research and recommend an academic data analysis software program that includes data such as achievement, attendance, and discipline.
  - The action item of researching and recommending an academic data analysis software program is complete. Decatur School District purchased data warehouse software from Cognos, a subsidiary of IBM, and also contracted with Decision Ed to build the warehouse which is finished.

#### Goal 2 - Promote a Positive Learning Environment

- 2.A.3. Implement district-wide building space utilization guidelines.
  - Through the development and implementation of the new student assignment processes and procedures, including the Pod Concept, building usage guidelines have now been developed. Usage is now driven by building space rather than school boundaries. Due to target class size limits, buildings are now able to limit class size and the number of students assigned to a school. This has enabled us to more efficiently house students and more effectively educate them. It has also decreased the need to constantly change boundaries. We have also eliminated split classes at the elementary level. This is the first year we have implemented this concept.
- 2.A.5. Optimize District boundary guidelines to increase flexibility and decrease building changes for students.
  - The action item of optimizing district boundaries was completed through the implementation of the Pod Concept. The Pod Concept was implemented in February 2008 during central registration and will continue to be evaluated on an annual basis.
- 2.B.5. Investigate and recommend a comprehensive customer service awareness campaign for all employees.
  - Data Summary: Strategies for improvement of internal perceptions of the district began with the work of Jones & Thomas, and the district continues to prioritize perceptions of Decatur Public School District #61 staff. 61 Minutes, Channel 22, the website and internal memos are prioritized to include information to facilitate positive relationships with staff.

## Appendix A – Completed Items

### Appendix A – Closed Items

Our theme, “Teaching and Learning.....Every Child Every Day” was selected to help develop and promote the belief in the students and staff of the district with an emphasis on quality instruction. This semester will begin with a more concerted effort to be present at functions within the buildings that share the “celebrations” at each school, as well as activities such as Family Nights. The various modes of communication in conjunction with the regularly scheduled meetings with key association members or groups (i.e. Association Representatives, Association Leadership) ensure that on-going development of relationships and improved perception is attained. As a result of the strategies implemented, the level of customer service continues to be a priority.

Challenges: The major challenges have been gathering of statistical data from across the district in order to review and analyze feedback from staff, teachers, students and parents identified through the use of these various modes of communication.

- 2.D.3. Evaluate and modify present alternative education offerings and expand as appropriate.
  - We have completed this action and redesigned our alternative education offering based on district needs and available resources. As a result, we have a small program to allow students to continue their education instead of being expelled. We also provide a limited number of seats to students who have behavioral issues but are not facing expulsion.

### Goal 3 - Foster Respectful and Trusting Relationships Among Employees

- 3.A.1. Implement phase one of Jones & Thomas marketing plan recommendations addressing needs/concerns of our internal audiences.
  - It is noted that the district has achieved the goal in this area; however, it is the expectation that this will be ongoing to ensure the continued success in this area. Signage, calendars, posters, booklets and other print medium will foster the theme and focus of the district. The theme for 2009-2010 is Teaching and Learning...Every Child Every Day! It is intended to communicate the support in the belief of all students and staff in the Decatur Public Schools with an emphasis on quality instruction. This theme clearly communicates the priority of the district. The value of the strategies utilized to achieve this goal has sent a clear and direct message to all stakeholders.



## Appendix A – Completed Items

### Appendix A – Closed Items

The common message shared across the district and the community allows all stakeholders the opportunity to see and hear the message of the district to the benefit of staff, students and families. The focus on teaching and learning of our children and our commitment to them on a daily basis is clearly stated.

As a result of the work in this area, the relationships between stakeholder groups have been strengthened. This can be measured by the limited number of issues that are brought to the district level leadership team. Furthermore, the strategies put in place to communicate with staff and foster relationships drive the communication plan of the district.

- 3.B.1. Assess communication needs and preferences of district personnel.
  - It is the intent of the Community Engagement Office to adhere to the timely disclosure of information in a format that best meets the needs/preferences of district personnel. Information collected from surveys through Customer Satisfaction Surveys in buildings, emails received via the WeListen address and general comments received throughout the district will be the focus of the efforts. In consideration of this goal, it is imperative that issues and/or concerns be addressed to the fullest extent possible. The efforts in this area have far-reaching impact and must be priority within the district.

### Goal 4 - Maximize Parent and Community Involvement

- 4.A.1. Host parent luncheons and open forums to share and gather information on focused topics.
  - This goal is considered complete due to the fact that Talk, Listen, Collaborate has been implemented due to No Child Left Behind and encompasses the purpose of this strategic plan item as originally intended. Goal 4.A.2.
- 4.B.2. Investigate teacher internship opportunities.
  - Teacher internships were the focus of improving opportunities for students and classroom instruction. With the implementation of No Child Left Behind and a renewed commitment to student achievement, the targeted opportunities for teachers has moved from the level of internships to actual partnerships with business and industry. With the creation of the Education Coalition efforts are based from that organization as related to improving achievement and the direction in which to best develop community partnerships to benefit teachers.
- 4.B.4. Identify projects to increase resources from local business.
  - Projects and potential projects that have been developed or planned in a collaborative manner with organizations such as the Decatur Area Education Coalition and the Decatur Public Schools Foundation will be noted.