



**GENESEO**  
COMMUNITY UNIT  
SCHOOL DISTRICT #228

Where the *future* grows.

# **Goal Setting and Planning Report from July 9, 2019**

**Provided by  
Illinois Association of School Boards**



**Geneseo CUSD 228**  
**Setting District Goals & Direction**  
**Tuesday, July 9, 2019**

On Tuesday, July 9, the Geneseo CUSD 228 Board of Education held a goal setting review workshop. The meeting began at 5 p.m. and was facilitated by Reatha Owen from the Illinois Association of School Boards.

In our introductory work, Reatha asked each board member to list their priorities for the district. Board members reported the following:

**District Priorities** (verbatim):

- High quality teachers and staff
- Attracting and retaining staff
- Professional development
  
- Affirm this new board is headed the same way.
- Make sure we are working to balanced budget.
  
- How to increase Longevity of staff.
  
- Media exposure to draw families to Geneseo School District.
  
- Budget constraints
- Trades
  
- Updated goals/direction
- Re-affirming what this new board thinks is important (publicly)
  
- Teacher recruitment
- Instruction methods
- Long term realistic planning
  
- Affective goals- observed growth
- Social emotional component \*
- Merging language - with duplication

## ***Mission/Vision Statement Review***

The board reviewed its current mission statement and the district Core values statements.

### **Current Mission**

TEACH – LEARN - CARE

### **School District Core Values**

The School District will strive to provide a safe and caring environment, with high expectations for achievement, while responsibly stewarding finances and effectively communicating

### **Proposed Purpose Statement**

To ensure every student has access to the best educational experience he or she can.

The group discussed the purpose of each statement and decided to combine the purpose statement and the core values statement to develop a new mission statement. The current mission statement is now the vision statement.

### **Revised Mission**

*To ensure every student has access to the best education experience through a safe and caring environment with high expectations for achievement while being good stewards of district finances.*

### **Vision (tagline?)**

*Teach \* Learn \* Care*

The group reviewed its new mission statement using the below questions.

1. Does our mission reflect our shared values and beliefs? Yes
2. Is our mission timeless (applies to today and in the future)? Yes
3. Do we have a shared understanding of our mission's meaning? Yes
4. Does the mission state the purpose of this district? Yes

***Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis***

Next, we reviewed the pre-survey results and completed a SWOT Analysis. The pre-survey was completed by six board members and the superintendent then emailed to the group before the session.

**S.W.O.T. Analysis**

An analysis of what is going well and what is not going well, along with our mission begin to lead us to goal setting language. Some goals may represent the need for improvement in an area and some goals may represent the desire to maintain a certain level of achievement.

**Table 1**

<p style="text-align: center;"><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• Facilities (internal/external)</li> <li>• Community support GEF, GF</li> <li>• Communication with families- phone calls/texts</li> <li>• Henry Stark – Strive</li> <li>• 99% graduation rate – Recognition</li> </ul>	<p style="text-align: center;"><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• Newspaper, communication</li> <li>• Curriculum (working on improvements)</li> <li>• Vocational (working on)</li> <li>• Coach/player relations</li> </ul>
<p style="text-align: center;"><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• Fine arts</li> <li>• Music</li> <li>• Track</li> <li>• Henry Stark</li> <li>• Excel</li> </ul>	<p style="text-align: center;"><b>Threats</b></p> <ul style="list-style-type: none"> <li>• State funding</li> <li>• Unfunded mandates</li> <li>• Social emotional experiences/needs</li> </ul>

**Table 2**

<p style="text-align: center;"><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• Infrastructure</li> <li>• Excellent teacher methods</li> <li>• Outstanding fine arts and athletic programs</li> <li>• PRIDE</li> <li>• High community expectations and involvement</li> <li>• Administrative and board stability</li> <li>• Students</li> <li>• Fiscal management</li> </ul>	<p style="text-align: center;"><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• Trade programs (vocational)</li> <li>• Retaining teachers</li> <li>• Recruiting upper level math and science teachers</li> </ul>
<p style="text-align: center;"><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• Develop trades and look at emerging technologies</li> <li>• Enhanced STEM</li> </ul>	<p style="text-align: center;"><b>Threats</b></p> <ul style="list-style-type: none"> <li>• Finances</li> <li>• Changing demographics</li> </ul>

## ***District Goals***

The board reviewed its current goals in the following policies.

The discussion was based on the following questions:

1. Is this policy still necessary?
2. Does it provide direction to the board and staff?
3. Does the current board take ownership or value these policies?

1:10 School District Organization (no changes)

1:35 District Statement of Objective (delete)

1:35-1 Statement of Academic Targets (delete)

1:36 Affective Goals for Geneseo CUSD 228 (delete)

Next the board reviewed its current board goals. The process included reviewing what has been completed and what items are still in progress.

- Student Achievement (Using the ESSA framework submitted by the superintendent – Geneseo Strategic Goals/Academic Progress)  
**Note: Policy 1:35 will be changed to include the ESSA framework.**
- Finances (still in progress)
- Facilities (still in progress)
- Programs (new)

## ***Other Items discussed:***

- Address the culture/relationships between students, staff, and coaches.
- What professional development do the coaches receive in the area of working with and coaching students?

**District Goals** – broad balcony level goals that address “ends” developed by the board.

**Sub-goals (objectives)** – SMART goals that address “means” developed by the superintendent and submitted to the board for approval.

**Indicator** – The evidence or data that shows progress or tell us that we have arrived at the goal. The “proof” may include data showing growth or change, a tangible outcome (a completed project), or status report to the board.

**Monitoring** – indicated when and how progress will be measured and reported. Note: Dates can be included in the plan and plotted on a board agenda calendar provided at the end of this document.

### A few things to think about when setting **SMART GOALS**

**Simple** – is the goal clear to all stakeholders?

**Measurable** – what data will be used to measure results?

**Attainable** – what is the cost (budget, resources, time, staff, etc.)?

**Realistic** – doable over the next two - three years

**Time bound** – include short term (quick wins) and long term goal

*Note: Below is the first draft of your goals. Keep in mind that you can change your goals areas and goals during the development phase and should include short and long term goals. Make these your own and remember to be concise in what the board wants to achieve, “ENDS”.*

***Vision Statements (Board work)***

***Goals (Board work)***

***Indicator(s) (Administration work) Note: The number of indicators is based on implementation for each board goal.***

***Data sources and monitoring dates (collaboration between the board and administrators)***

## ***District Goals***

### ***Goal Area 1 – Finances***

***Goal 1:*** The Board of Education shall review options for adoption of a sustainable 3-year budget, make a commitment to a plan, and execute plans to reduce expenses and increase revenue for final implementation.

***Sub Goal 1.1:*** Maximize non-traditional revenue sources from grants (Title, IDEA, Sherrard, GE, GEE, etc.) and an updated Risk Management Plan.

Data source(s): CSBO & Superintendent Reports

Monitor date(s): **Monthly reports**

### ***Goal Area 2 — Facilities***

***Goal 1:*** The Board of Education shall finish the initial Project Leaf on time and under budget.

***Sub Goal 2.1:*** Close out all punch lists and outstanding vendor bills by the end of FY20.

Data source: CSBO & Superintendent Reports

Monitor date: **Monthly progress**

***Goal 2:*** The Board of Education shall review alternatives for Phase 2 construction projects and make a decision as to the projects that will follow the initial Project Leaf construction work.

***Sub Goal 2.2:*** Continue to update our priority list through a needs assessment with stakeholders

Data source: CSBO & Superintendent Reports

Monitor date: **Monthly progress**

### ***Goal Area 3 — Programs***

**Goal 1:** The Board of Education shall Explore options for renewal and expansion of vocational options or opportunities.

**Options:**

Work Study

CNA with local hospital

Job Shadow

Clubs

Sub Goal 3.1: Collect baseline data through a “State of the vocational programs” presentation by GMS & GHS Administration

Data source: GHS Course Planning Guide, student enrollment in vocational courses.

Monitor date: **Every 6 month - May**

### ***Goal Area 4 – Student Achievement***

**Goal 1: ESSA Framework**

Sub Goal 4.1: Approve Policy 1:40 to gain baseline data and corresponding action items for improvement.

Data sources: Standardized state assessments, local assessments, School Report Cards

Monitoring date(s): Annually

Data resources for monitoring district goals:

- ESSA
- Audits - Financial
- School Report Card (suggest looking at the 5 Essentials Survey for school climate data)
- GHS Course Planning Guide (enrollment data for students in vocational courses).



## District Planning Process and Procedures Steps for Implementing the District Goals

Calendar	Timeline	Activity	Assignment
Week 1	Within 1 week of completion of planning session(s)	Word-process information gathered from initial planning meeting(s) into Draft #1	Board
Week 3	Within 1 month	<p>Distribute goals to board members and others as determined by board/superintendent for review (NOTE: Staff and community should be involved at this point to help board answer questions):</p> <ul style="list-style-type: none"> <li>• Are the ends clear?</li> <li>• Are they comprehensive?</li> <li>• Are they specific, measurable, attainable, results-oriented, time-bound?</li> <li>• Are there any foreseeable consequences that need to be considered? (NOTE: The Board needs to recognize that by saying "YES" to priority ends often means saying "NO" to other initiatives. Staff can help identify these.)</li> </ul>	Board Superintendent Staff Community?
Months 2 and 3	2 months or 2 board meetings	<p>Board meets to review the Goals by asking the questions:</p> <ul style="list-style-type: none"> <li>• Is this what we intended or wanted to say?</li> <li>• Could we state these ends more clearly?</li> <li>• What are we missing?</li> <li>• Are the ends specific, measurable, attainable, results-oriented, time-bound?</li> <li>• Have any potential negative consequences been identified?</li> </ul>	Board Superintendent Others as determined by the board/superintendent
	Within 1 week of final review session(s)	<p>Revise, as necessary, incorporating concepts/language based on the consensus of the group.</p> <p>If necessary, distribute revised goals to board and others as determined by the board/superintendent.</p>	Superintendent

Month 4	Next board meeting	Review goals and prioritize ends.	Board Superintendent Others as determined by the board/superintendent
Month 5	Next scheduled board meeting	Place final draft on board agenda for adoption of mission, vision, beliefs/values, and/or goal statements as policy (See policies 1:30 School District Philosophy, 3:10 Goals and Objectives to Guide the Administration and 3:15 District Culture) Set date for completion and presentation of staff Action Plan. (3 months)	Board Superintendent
Months 6-8	During the 3 months following adoption date	Superintendent takes the plans to the administrative team and other staff for development of an Action Plan (see attached) that will answer the questions: <ul style="list-style-type: none"> <li>• What will be done?</li> <li>• When will it be occurring?</li> <li>• What measurements will be used?</li> <li>• Who will be responsible for implementation and monitoring results?</li> <li>• How it will be accomplished?</li> </ul> Produce Action Plan Draft #1 based on compiled information; Distribute for staff review and make changes as needed (Draft #2); Staff meets to ensure alignment of Action Plan Draft #2 with board priorities and to reach consensus on final plan Final plan prepared for board review.	Superintendent Administration Staff

Month 9	Next board meeting(s)	<p>Approve plans and incorporate into policy 3:10 Goals and Objectives to Guide the Administration.</p> <p>Develop monitoring process and schedule:</p> <ul style="list-style-type: none"> <li>• Answers the question: How will we know that we are making progress?</li> <li>• Develop annual monitoring calendar - aligning budget with priorities of district, currently and in the future.</li> </ul>	Board Superintendent
	Next week	Dissemination to staff and community.	Superintendent
	Ongoing	Superintendent ensures that all staff knows what the district ends are and have plans to further the ends of the district. Building, program, course, classroom, and support services activities align with district ends.	Superintendent Administrators Staff
	Ongoing Monthly	<p>Board and Superintendent/staff monitor progress.</p> <p>Monthly board meeting agenda reflects time spent monitoring district ends.</p>	<p>Board Superintendent Administrators Staff Initial planning committee Others</p>

## RESOURCE

*Note: The below School Board Annual agenda Calendar is a great way to monitor board work. The document covers “required” items that the board will address; I suggest adding items that the board has identified as priorities/goals so they don’t fall off the radar. Make necessary changes to meet your needs.*

### SCHOOL BOARD ANNUAL AGENDA CALENDAR

The Annual Agenda Calendar establishes a process and plan for effective governance centered on the Board’s key work of governance and maintaining alignment of:

1. Written board policy, including mission and goals
2. Administrative procedures, handbooks, and district practice
3. District budget
4. School improvement plans

#### Items that may be included:

- Dates in each month when regular board meetings or workshops are planned.
- Routine and mandated business that the board is expected to consider at specific times of the year (such as approval of the budget, consideration of teacher contracts, evaluation of the superintendent, and approval of school improvement plans).
- Dates to monitor and review the district’s “Ends” policies (mission, vision, goals, values and beliefs).
- Dates when the board expects to receive state report cards and/or testing data.
- Dates when reports on study/discussion topics are to be available for board review.
- A date each year for the board to monitor and review its board process policies and to do a self-evaluation of its effectiveness.
- Dates for the board and superintendent to monitor and review board/superintendent relationship policies and to allow for ongoing evaluation of the superintendent’s effectiveness.
- Dates to monitor and review the various policy topics that address the operation of the district.
- Dates for the board to report to the community on the health of the school district: financial health, student achievement data, progress toward goals, etc.
- Dates for major district events that board members need to be aware of, such as high school graduation.
- Dates for local board training activities and outside board training events members may want to attend (state association annual conference, NSBA Annual Conference, workshops, etc.).

Remember that unexpected items may come up that need to be added to an agenda in any given month; for months with several time-intensive discussion items listed, consider scheduling a second board meeting to allow adequate discussion time for critical board decisions such as approving district goals or adopting the budget.

SCHOOL BOARD ANNUAL AGENDA CALENDAR – FIRST QUARTER

JULY	AUGUST	SEPTEMBER
<ul style="list-style-type: none"> <li>• <b>Board receives and begins review of tentative budget for current fiscal year.*</b> (Policies 4:10, 4:30)</li> <li>• Superintendent begins to implement district goals developed in April and reports to board. (Policies 1:30, 3:10, 6:10)</li> <li>• Board conducts annual planning meeting to set yearly agenda, identify major study/dialogue topics (e.g. year-round school, uniforms, consolidation, flexible class schedules, etc.). (Policy 2:240)</li> <li>• <b>Board approves textbooks per staff recommendations.</b> (Policies 6:40, 6:210)</li> <li>• Mid-year checkpoint for superintendent evaluation process. (Policy 3:40)</li> </ul>	<ul style="list-style-type: none"> <li>• Board conducts self-evaluation (Policy 2:120) and reviews all board process policies (Board Policy Manual Section 2), checking for indications that the board has or has not been complying with policy.</li> <li>• <b>Notice is published of availability of tentative budget for public inspection and hearing.*</b> (Policy 4:10)</li> <li>• <b>Board reviews minutes of closed sessions and reports its determinations in open session. **</b> (Policy 2:220)</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Board receives audit report</b> and reports to public on district’s financial health. (Policy 4:80 and Principles of Effective Governance, Principle 2, Connecting with the Community)</li> <li>• Board monitors district compliance with Operational Services Policies and takes any necessary action. (Board Policy Manual, Section 4, and other individual policies as determined by the Board)</li> <li>• <b>Board holds public hearing on budget for current fiscal year, and adopts budget.*</b> (Policy 4:10)</li> </ul>

\* Boards must adopt their budget before the end of the first quarter of their fiscal year. Notice of availability for public inspection and hearing must be published by September 1.

\*\* Boards must review minutes of all closed sessions that have not been released for public inspection at least semi-annually to determine if they should remain confidential. The specific dates these reviews are conducted in up to the individual board.

SCHOOL BOARD ANNUAL AGENDA CALENDAR – SECOND QUARTER

OCTOBER	NOVEMBER	DECEMBER
<ul style="list-style-type: none"> <li>• <b>Board reviews state report cards and IRA/SAT scores,</b> (Policy 6:15) combining this data with internal assessments to measure student academic achievement.</li> <li>• Board monitors district compliance with Instruction Policies and takes any necessary action. (Board Policy Manual, Section 6, and other individual policies as determined by the Board)</li> <li>• Board reports to community on district performance re: academic achievement/student performance. (Principles of Effective Governance, Principle 2, Connecting with the Community)</li> <li>• Mid-year check point on progress toward district goals. (Policies 1:30, 3:10, 6:10)</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Board approves tentative tax levy and holds public hearing, if necessary.</b> (Policy 4:10)</li> <li>• <b>Board receives Annual Statement of Affairs from Superintendent.</b> (Policy 4:10)</li> <li>• Board receives reports from staff, committees, etc. on study/discussion topics. (Per July planning meeting)</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Board reviews District and School Improvement Plans, if required.</b> (Policy 6:15)</li> <li>• Board monitors district compliance with Student Policies and takes any necessary action. (Board Policy Manual, Section 7, and other individual policies as determined by the Board)</li> <li>• <b>Once every 4 years board evaluates district’s sex equity policies and practices.</b> (Policy 7:10)</li> <li>• <b>Board approves tax levy.**</b> (Policy 4:10)</li> </ul>

\*\* must be done by the last Tuesday in December

SCHOOL BOARD ANNUAL AGENDA CALENDAR – THIRD QUARTER

JANUARY	FEBRUARY	MARCH
<ul style="list-style-type: none"> <li>• Board prepares for and holds a summary meeting to review its superintendent’s progress toward goals. Goals are set for the coming year. (Policies 1:30, 2:130, 3:10, 3:40, 6:10)</li> <li>• Board monitors compliance with School Administration and Personnel Policies and takes any necessary action. (Board Policy Manual, Sections 3 and 5, and other individual policies as determined by the Board)</li> <li>• <b>Board sets time and place for its regular meetings for the coming year.*</b> (Policy 2:200)</li> <li>• <b>Board reviews minutes of closed sessions and reports its determinations in open session. **</b> (Policy 2:220)</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Board completes the Superintendent Evaluation. (Policy 3:40)</b></li> <li>• <b>Board and Superintendent agree on compensation and contract issues, if applicable. (Policy 3:40)</b></li> <li>• Board holds session with input from experts on study/discussion topic (staff, stakeholders, etc.).</li> <li>• <b>Board reemploys administrators per superintendent’s recommendation. (Policy 3:50)</b></li> <li>• <b>Board approves school calendar for following year. (Policy 6:20)</b></li> </ul>	<ul style="list-style-type: none"> <li>• Board reviews superintendent’s job description, and employment contract to determine whether they are current and relevant. (Policies 3:10, 3:40)</li> <li>• Board monitors district compliance with Community Relations Policies and takes any necessary action. (Board Policy Manual, Section 8, and other individual policies as determined by the Board)</li> <li>• <b>Board receives employment recommendations for certified and non-certified staff. (Policies 5:30, 5:200, 5:270)</b></li> </ul>

\* Public Bodies must set meeting time and place either at the beginning of their fiscal year or at the beginning of the calendar year, per the Illinois Open Meetings Act.

\*\* Boards must review minutes of all closed sessions that have not been released for public inspection at least semi-annually to determine if they should remain confidential. The specific dates these reviews are conducted in up to the individual board.

SCHOOL BOARD ANNUAL AGENDA CALENDAR – FOURTH QUARTER

APRIL	MAY	JUNE
<ul style="list-style-type: none"> <li>• If necessary, Board uses agreed-upon process*** to develop district goals, indicators, and measures of progress. (Principles of Effective Governance, Principle 1)</li> <li>• As needed, Board revises Policy 3:10, <i>Goals and Objectives</i>, Policy 4:150, <i>Facilities Management and Expansion Programs</i>, and 6:10, <i>Educational Philosophy and Objectives</i> per goal development process and has first reading.</li> <li>• <b>Board holds organizational meeting: elects officers, administers the Oath of Office, seats new members, and sets regular meeting dates for coming year as policy dictates. ****</b> (Policies 2:110, 2:210)</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Board receives, reviews, and discusses first draft of next fiscal year’s budget.</b> (Policy 4:10)</li> <li>• <b>Board receives report from Parent-Teacher Advisory Committee and approves student handbooks.</b> (Policy 2:150)</li> <li>• As needed, Board has second reading and adoption of policies 3:10, 4:150, 6:10.</li> <li>• Superintendent develops plans to pursue district goals and shares them with the board for feedback. (Policy 3:10)</li> </ul>	<ul style="list-style-type: none"> <li>• Board decides which of the goals, indicators and measures will be written into the superintendent’s performance contract. (Policy 3:40)</li> <li>• Board and superintendent clarify evaluation criteria and process. (Policy 3:40)</li> <li>• Board recognizes staff members who have contributed significantly to educational programs and the welfare of students. (Policy 5:110)</li> <li>• Board selects delegate and alternate for IASB annual conference delegate assembly. (Policy 2:125)</li> <li>• Board reports to public results to date of study/discussion topic(s) and encourages community input.</li> </ul>