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Dear Friend of Champaign Community Unit School District #4,

It is my pleasure to share the 2003 update of Champaign Community Unit School District #4's Strategic Plan. This Plan formalizes the District's Theory of Action and the strategies that will enable us to reach our goals of high academic achievement and character development for all students. In addition, the Plan includes our process for continuous improvement and notations of the source material used to develop each strategy.

The preferred method of developing or revising a Strategic Plan is to include representation of staff, parents, and community in a year-long process. Ideally, we would have been able to take our 1996 Strategic Plan and use this process for our revision. Our district, however, is experiencing a unique sense of urgency because of our need to comply with the recommendations made to us in federal court in December 2002. Without an immediate plan of action, we could fall behind another year in our responsibilities to the court and to our students. Therefore, our District Leadership Team used the 1996 Strategic Plan, guided by its Mission and Belief Statements, and multiple data sources and legal mandates, which are cited in the document, to create a Plan that sets high expectations for all students and provides the action steps necessary to meet those expectations.

Although we did abbreviate the initial planning process, we invited broad-based community input prior to finalizing the Strategic Plan, which is a living document that will be modified as necessary to accomplish each strategy. Regular reports on progress and outcomes will be made to the Board of Education and to the Court Monitor. We will also publish an annual report to the community sharing our progress on each strategy.

Our Theory of Action is based on the premise that "high expectations for students, learning environments that support equity and excellence, continuous monitoring of student performance and high levels of accountability will ensure exemplary achievement by every student." Our Plan emanates from this Theory and will result in the attainment of our ambitious goals guided by specific theories of action for key areas of the plan. I look forward to hearing from you as we work together to implement this Plan – a Plan that will guide our expectations, our actions, and the allocation of our resources as we move toward becoming a model district for exemplary public education.

Sincerely,

Arthur R. Culver, Superintendent

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Champaign Community Unit School District #4
Champaign, Illinois

2003-04 Leadership Team

Arthur Culver	Superintendent of Schools
Dorland Norris	Deputy Superintendent, Curriculum Design, Educational Services & Equity
Carol Stack	Deputy Superintendent, Achievement and Administration
Ecomet Burley	Assistant Superintendent, Achievement and Pupil Services
Beth Shepperd	Assistant Superintendent, Human Resources/Community Relations
Dan Casing	Assistant Superintendent, Financial Services and Operations
Margie Jobe	Director, Special Education
Kelli Shirley	Assistant Director, Special Education
Mary Muller	Director, Elementary Curriculum, Gifted/Talented and Assessment
Arthur Ellis	Director, Secondary Curriculum and Professional Learning
Ken Reed	Director, Educational Technology
Fred Clarke	Assistant Director, Information and Instructional Technology
Hattie Paulk	Director, Family Information Center
Amy Rouse	Director, Food Service
Rodger Clark	Director of Graphic Services

Champaign Community Unit School District #4
Champaign, Illinois

1996 Beliefs and Mission Statement

BELIEFS

We believe that:

- all individuals have value.
- all individuals have something to contribute.
- understanding cultural diversity and individual differences leads to a better society for everyone.
- learning is a life-long process essential to thriving in a changing world.
- when people commit to a common vision, they will achieve it.
- a fundamental education for all is essential to a democratic society.
- accountability for one's actions is necessary to sustain community and personal integrity.
- nurturing relationships are vital to emotional, psychological, and physical well being.

**MISSION
STATEMENT**

The mission of the Champaign Unit #4 School District, in partnership with the community, is to guide all students in gaining knowledge, skills and attitudes necessary to direct their lives, improve a diverse society, and excel in a changing world by providing dynamic, resource-rich learning environments and experiences in which people and life-long learning are valued.

Champaign Community Unit School District #4
Champaign, Illinois

Theory of Action

In Champaign Community Unit School District #4, we are committed to the success of all students. We believe that high expectations for students, learning environments that support equity and excellence, continuous monitoring of student performance and high levels of accountability will ensure exemplary achievement by every student. Consequently, our comprehensive strategic plan guides the alignment of people, policies, programs, practices, systems and resources to produce a world class learning organization.

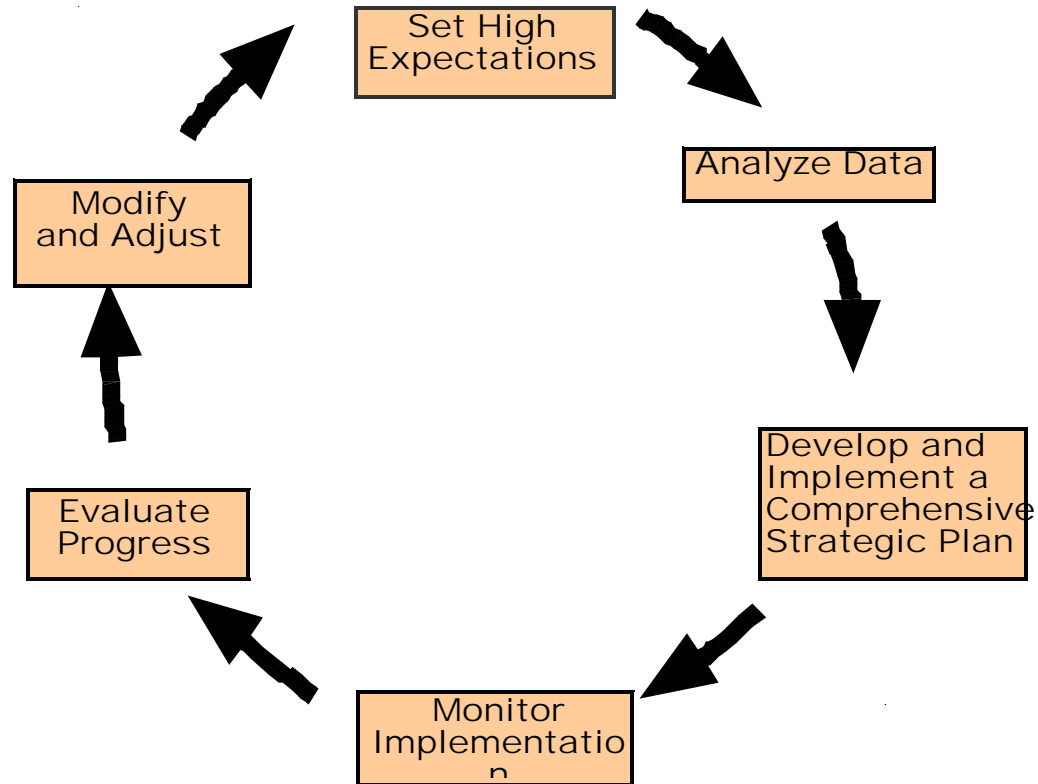
Our Theory of Action emanates from the research-based assumptions that high expectations for student achievement, access to a rigorous curriculum, frequent monitoring of student progress, strong instructional leadership, active parent and community partnerships, and the creation of a safe and orderly learning environment guarantee a high level of student success.

When fully implemented, this Theory of Action, which includes a Process for Continuous Improvement, provides a powerful tool for systemic change. Systemic change is essential to the realization of our vision of excellence for all students.

Process for Continuous Improvement

High expectations are the starting point for Champaign Unit #4's Process for Continuous Improvement. As illustrated below, this process includes the following steps:

- Set high expectations
- Analyze data
- Develop and implement a comprehensive strategic plan
- Monitor implementation
- Evaluate progress
- Modify and adjust



This Process for Continuous Improvement, embedded within the Action Plans, will enable the District to reach its goals of character development and high academic achievement for all students.

Supporting our Theory of Action are also key, specific Theories of Action, which guide critical areas of the District's obligations under the Consent Decree. These are:

Theory of Action for Achievement

To accelerate the achievement of all students and the consistent improvement of instruction, the District will ensure: systemic alignment of the curriculum—both horizontally and vertically—in all curricular areas; a curriculum that identifies the essential learning that must be taught by teachers and mastered by students; consistent monitoring of the curriculum through an assessment system—both written and performance based that is aligned with the District's curriculum; professional development for teachers and administrators, and continuous evaluation, based on the assumption that there must be consistent and high quality instruction and learning taking place in all classrooms.

Theory of Action for Alternative Education

To provide all students with educational choices that increase their opportunities for success, the district will develop and maintain alternative educational programs of high academic quality, based on the assumptions that high expectations for student achievement, access to rigorous and appropriate curriculum, frequent monitoring of student progress, strong instructional leadership, active parent-community partnerships, access to community-based services, and the maintenance of a safe and orderly environment will play a significant role in increasing the likelihood of student success. Additionally, the school district is committed to developing and maintaining alternative programs that will eliminate reliance on the use of outside contractors to meet the unique educational needs of some of its students with the ultimate goal of creating a true alternative school of choice. The school will be characterized by low teacher-student ratios, small student base, clearly stated mission and discipline code, a caring faculty, flexible school schedule with community involvement and support, a learning program specific to the student's expectations and learning style, and a total commitment to have each student be a success.

Theory of Action for Behavior Management

To allow effective instruction and learning to occur that will increase the likelihood that student achievement will take place on a consistent basis, the District will implement a behavior management system that focuses on educators being proactive and constructive rather than responding with punitive or reactive approaches that major on controlling or suppressing student behavior, based on the assumption that students are generally more responsive to positive approaches that instill in them self-responsibility and self-discipline.

Theory of Action for Dropout Prevention

To ensure that all students will be given the best opportunity to achieve and will want to stay in school, Champaign Community Unit 4 will decrease the dropout rates of demographic groups by identifying barriers, developing interventions, and mobilizing resources within schools, families and the community. Based on the assumption that social, economic, family structures and community elements—especially among low income students—are critical factors influencing students to be at risk of dropping out, the district must strive to identify appropriate interventions. In conjunction with attendance improvement initiatives, data analysis will also be used to identify subgroups among the nonattending student groups. In addition, the district shall develop a Dropout Reduction Plan that incorporates action steps devised from the theories of action for each of the district’s three grade levels; elementary, middle and high school.

Theory of Action for Educational Climate

To allow effective instruction and learning to occur that will increase the likelihood that student achievement will take place on a consistent basis, the District will implement a behavior management system that focuses on educators being proactive and constructive rather than responding with punitive or reactive approaches that major on controlling or suppressing student behavior, based on the assumption that students are generally more responsive to positive approaches that instill in them self-responsibility and self-discipline.

Theory of Action for Gifted and Talented Programs

To provide and ensure equitable access to all gifted/talented programs and to maximize the participation and success of low income and minority students at all levels, the District will identify all students who exhibit high performance capacity in at least one or more of the following areas: intellectual, creative, artistic, leadership or specific academic fields; and provide a rigorous curriculum that promotes high expectations for achievement, based on the assumption that effective instruction based on research-based teaching strategies and systems of support will foster outstanding talent and high performance.

Theory of Action for Special Education Programs

To ensure that there is no unwarranted disparity of minority students in special education and that all students in need of special education services are appropriately identified, the District will provide highly qualified staff, appropriate instructional resources, services that reflect the latest research and necessary staff development, based on the assumption that setting high expectations, providing ongoing monitoring of student progress and data, implementing an intensive plan and a continual evaluation process will minimize the need for special education services.

Theory of Action for Staffing

To ensure the employment and retention of a diverse, highly qualified staff committed to excellence for all students, the District will recruit and retain certified and noncertified staff who meet NCLB requirements and who embrace the beliefs and values of Champaign Unit 4 Schools as expressed in the District Strategic Plan. The employment of a highly qualified, diverse staff will occur through the implementation of targeted recruitment plans, by aggressive monitoring of hiring and certification, and by providing incentives for noncertified employees and graduates to enter the teaching force in Unit 4. These actions are based on the assumption that achievement, discipline, attendance and climate are positively affected when the staff reflects the diversity of the student body and when that diversity is celebrated.

CHAMPAIGN COMMUNITY UNIT SCHOOL DISTRICT #4 STRATEGIC PLAN UPDATE

STRATEGY 1: We will develop and implement with accountability, an aligned, rigorous curriculum to meet the needs of all learners.

Specific Results:

- 1.1. Develop a comprehensive set of Board policies and administrative regulations to direct curriculum design, management, and delivery.
- 1.2. Complete the vertical and horizontal alignment of the curriculum to meet the needs of all learners in all subject areas.
- 1.3. Design and develop specific strategies to address equity issues among curricular programs and schools.
- 1.4. Attain Adequate Yearly Progress for all student groups designated by No Child Left Behind and close the achievement gap in all curricular areas.
- 1.5. Develop a comprehensive District assessment program that will provide meaningful data to guide curriculum development.
- 1.6. Establish and maintain a comprehensive ESL/bilingual program.
- 1.7. Implement a strong, systematic program evaluation plan that focuses on the effectiveness of various instructional programs in promoting improved student achievement.
- 1.8. Review and recommend for implementation findings of a comprehensive curriculum management audit.
- 1.9. Ensure equitable access of all students to curriculum and instruction.

STRATEGY 2: We will ensure equitable access to and eliminate unwarranted disparities in student participation in all educational programs.

Specific Results:

- 2.1. Implement special education programs in an educationally sound and nondiscriminatory manner.
- 2.2. Maximize participation and success of low income and minority students in gifted/talented programs.
- 2.3. Design and implement a comprehensive attendance improvement plan.
- 2.4. Maximize participation and success of low income and minority students in upper level courses at the secondary level.
- 2.5. Provide appropriate educational programs for underperforming and nontraditional students.
- 2.6. Increase the graduation rate of African American high school students.
- 2.7. Maintain the Choice program that provides choice opportunities and follows racial fairness guidelines for elementary students.
- 2.8. Implement an educationally sound and nondiscriminatory student assignment plan for secondary students.

STRATEGY 3: We will provide a supportive climate that is sensitive to diverse cultures and promotes shared understanding.

Specific Results:

- 3.1 Increase cultural competence of all staff.
- 3.2 Create forums to increase knowledge, understanding, and respect of diverse cultures within the school community.
- 3.3 Implement in-school educational programs for students focused on issues of race, culture, and ethnicity.
- 3.4 Create an environment in which everyone is treated with courtesy, dignity, respect, and professionalism.
- 3.5 Maximize participation in school-sponsored activities and programs for all student populations.

STRATEGY 4: We will establish an educational environment in each school that is conducive to learning.

Specific Results:

- 4.1 Use student discipline as an intervention strategy as a means to improve student behavior and academic performance.
- 4.2 Eliminate unwarranted disparities in assigning student discipline consequences.

STRATEGY 5: We will ensure high quality staff committed to excellence.

Specific Results:

- 5.1 Implement an aggressive and standardized recruiting program that allows us to attract, identify, and hire qualified staff.
- 5.2 Increase recruitment, hiring, and retention of African American and other minority staff.
- 5.3 Utilize technology to increase the efficiency and data integrity of human resource department functions.
- 5.4 Develop a district-wide mentor program to support teachers new to Champaign Unit 4.
- 5.5 Ensure compliance with No Child Left Behind requirements for highly qualified staff.
- 5.6 Provide a comprehensive, professional staff development plan for all staff that supports District goals.

STRATEGY 6: We will provide and maintain facilities and services in alignment with the District's long-range planning.

Specific Results:

- 6.1 Review and recommend for implementation findings of identified facility needs.
- 6.2 Develop a long-range facilities plan that includes adding two or more elementary strands to the north side of the District.
- 6.3 Coordinate future facilities and services with other community entities to improve services and costs for the community with the District.
- 6.4 Ensure that all district facilities and grounds are maintained in a high quality manner.
- 6.5 Provide a safe and healthy environment for all staff and students.
- 6.6 Provide safe and efficient transportation for students.

STRATEGY 7: We will ensure fiscally responsible and equitable distribution of resources.

Specific Results:

- 7.1 Conduct a comprehensive financial audit.
- 7.2 Develop a budget that supports District goals.
- 7.3 Review and refine internal financial controls.
- 7.4 Ensure the distribution of resources supports the implementation of the Consent Decree and related documents.
- 7.5 Review and update revenue sources for information and expenditure needs.

STRATEGY 8: We will establish and maintain timely, effective two-way communication with all stakeholders.

Specific Results:

- 8.1 Hold quarterly community forum meetings to address questions related to school issues and allow input of ideas from community members.
- 8.2 Provide training and ongoing communication for all stakeholders to ensure understanding of the District's responsibilities as outlined in the Consent Decree and other related documents.
- 8.3 Present information to the staff, Court Monitor, and the Planning and Implementation Committee to communicate progress of the District's implementation of the Consent Decree and related documents.
- 8.4 Provide training for all employees in positive communication skills to build trust and enhance performance.
- 8.5 Ensure effective communication on topics relevant to the school District with staff, families, and the community.

STRATEGY 9: We will direct resources, services, and staff to implement the technology plan, which includes establishing a district-wide informational technology system.

Specific Results:

- 9.1 Conduct a comprehensive technology audit.
- 9.2 Establish standards for technology products, i.e. hardware, software, operating systems, and infrastructure.
- 9.3 Ensure equitable distribution of technology resources for all students and staff.
- 9.4 Monitor data integrity in all areas of District operations.
- 9.5 Provide professional development to maximize effective use of technology.

CHAMPAIGN COMMUNITY UNIT SCHOOL DISTRICT #4 STRATEGIC PLAN UPDATE

STRATEGY 1: WE WILL DEVELOP AND IMPLEMENT WITH ACCOUNTABILITY, AN ALIGNED, RIGOROUS CURRICULUM TO MEET THE NEEDS OF ALL LEARNERS.

Specific Results:

- 1.1 Develop a comprehensive set of Board policies and administrative regulations to direct curriculum design, management, and delivery.
- 1.2 Complete the vertical and horizontal alignment of the curriculum to meet the needs of all learners in all subject areas.
- 1.3 Design and develop specific strategies to address equity issues among curricular programs and schools.
- 1.4 Attain Adequate Yearly Progress for all student groups designated by No Child Left Behind and close the achievement gap in all curricular areas.
- 1.5 Develop a comprehensive District assessment program that will provide meaningful data to guide curriculum development.
- 1.6 Establish and maintain a comprehensive ESL/bilingual program.
- 1.7 Implement a strong, systematic program evaluation plan that focuses on the effectiveness of various instructional programs in promoting improved student achievement.
- 1.8 Review and recommend for implementation findings of a comprehensive curriculum management audit.
- 1.9 Ensure equitable access of all students to curriculum and instruction.

Action Plan

Strategy 1, Plan 1: We will develop and implement with accountability, an aligned, rigorous curriculum to meet the needs of all learners.

Specific Results: Develop a comprehensive set of Board policies and administrative regulations to direct curriculum design, management, and delivery.

Identified Link/Data Source

Board of Education Policy Handbook
 District Strategic Plan 1996
 ISBA Policy Review Results

Resources Needed/Funding Source

Local/State/Federal Funds
 Grants

Evaluation Design

Formative: Quarterly report to Board of Education and Court Monitor
 Summative: Updated Board Policy Handbook

LINK: CM = Court Monitor CD = Consent Decree SG = Supt.'s Goals

Step #	Action Steps	Link Source	Means of Measure	Assigned	Start Date	Progress Check Date	Due Date	Completed Date
1.1.1	Collect sample curriculum policies from other school districts within and outside the state of Illinois.	CM, SG	Sample curriculum policies	C/I Admin.	2/03	5/03	7/03	7/03
1.1.2	Review policy samples and compare to current Unit #4 policies and IASB recommendations.	SG	Summary report	C/I Admin.	8/03	9/03	11/03	
1.1.3	Create a comprehensive set of curriculum Board policies and accompanying administrative regulations.	SG	New/revised policies and administrative regulations	C/I Admin.	11/03	3/04	5/04	
1.1.4	Submit policy recommendations to Policy Review Committee.	SG	Minutes	C/I Admin.	5/04	6/04	7/04	
1.1.5	Present policy recommendations to Superintendent and the Board of Education.	SG	Board agenda	C. Stack	7/04	8/04	8/04	
1.1.6	Communicate policies and regulations to stakeholders.	SG	Agendas and minutes	C/I Admin.	9/04	10/04	11/04	

Action Plan

Strategy 1, Plan 2: We will develop and implement with accountability, an aligned, rigorous curriculum to meet the needs of all learners.

Specific Results: Complete the vertical and horizontal alignment of the curriculum to meet the needs of all learners in all subject areas.

Identified Link/Data Source

Curriculum Guides and Maps
 Illinois Learning Standards
 Illinois Performance Indicators
 PEP (Personalized Education Partnership Plans)

Resources Needed/Funding Source

Local/State/Federal Funds
 Grants

Evaluation Design

Formative: Quarterly report to Board of Education and Court Monitor
 Summative: Updated curriculum guides and maps demonstrating vertical and horizontal alignment; improved student achievement

LINK: CM = Court Monitor CD = Consent Decree SG = Supt.'s Goals

Step #	Action Steps	Link Source	Means of Measure	Assigned	Start Date	Progress Check Date	Due Date	Completed Date
1.2.1	Collect curriculum guides/handbooks from Urbana and north suburban school districts.	CM, SG	Samples of guides	M. Muller	2/03	4/03	6/03	6/03
1.2.2	Establish Curriculum Ad Hoc/Vertical Alignment committees: <ul style="list-style-type: none"> • Math, Reading, Language Arts - M. Muller • Science, Social Science - M. Muller • CATE - A. White • Additional subject area teams - M. Muller 	CM, SG	Meeting minutes and agendas, CATE assessments	M. Muller A. Ellis	98-99	6/03	6/03	6/03
1.2.3	Review curriculum documents/guides and resources.	CM, SG	Samples of guides	C/I Admin.	6/03	7/03	6/04	
1.2.4	Assess needs and determine relationship to adoption cycle.	CM, SG	Ad Hoc meeting minutes, curriculum audit	M. Muller	8/03	9/03	10/03	10/03
1.2.5	Provide training in curriculum development.	SG	Samples of handouts/ lists of participants	C/I Admin. District Coaches	1/03	8/03	Ongoing	
1.2.6	Review current curriculum and modify and/or write articulated, high-quality curriculum guides: <ul style="list-style-type: none"> • Math, Reading, Language Arts • Science, Social Science • Additional subject area teams 	SG	Samples of curriculum guides	M. Muller	1/03	8/03	Ongoing	
1.2.7	Provide professional development to support best practice delivery of curriculum.	SG	List of participants; handouts; evaluations	C/I Admin. District Coaches Principals	8/01	9/03, 6/04	Ongoing	
1.2.8	Integrate technological tools throughout curriculum and instruction.	SG	Samples of software & curriculum units	K. Reed	8/02	10/03	Ongoing	
1.2.9	Monitor implementation of curriculum.	SG	Reports from principals and grade level/dept. minutes	C/I Admin. Principals	1/03	11/03	Ongoing	
1.2.10	Maintain comprehensive, research-based Early Childhood and Prekindergarten programs.	SG	Early childhood grant review	D. Norris M. Jobe	12/02	8/03, 1/04	Annually	

Action Plan

Strategy 1, Plan 3: We will develop and implement with accountability, an aligned, rigorous curriculum to meet the needs of all learners.

Specific Results: Design and develop specific strategies to address equity issues among curricular programs and schools.

Identified Link/Data Source

Choice Policy
 Consent Decree
 Data: Graduation Rate, Level III and Gifted/Talented Enrollment, Dropout Rate, ISAT/PSAE Scores, Attendance Rate
 Dr. Abers' School Climate Study
 Dr. Peterkin's Monitoring Report
 Equity Implementation Plan
 No Child Left Behind

Resources Needed/Funding Source

Local/State/Federal Funds
 Grants

Evaluation Design

Formative: Quarterly report to Board of Education and Court Monitor
 Summative: Increased graduation rate for minority students; increased enrollment of minority students in Level III and Gifted/Talented courses/programs; reduced dropout rate for minority students; improved ISAT/PSAE scores for minority students; increased attendance rate for minority students

LINK: CM = Court Monitor CD = Consent Decree SG = Supt.'s Goals

Step #	Action Steps	Link Source	Means of Measure	Assigned	Start Date	Progress Check Date	Due Date	Completed Date
1.3.1	Review all Court documents to ensure compliance issues are addressed in an appropriate and timely manner.	CM, SG	Monthly reports, 100% compliance with time lines	D. Norris	7/02	Monthly	Ongoing	
1.3.2	Review Dr. Peterkin's Monitoring Report and all related documents with principals and staff members.	CM, SG	Principals agenda, SIP plan	D. Norris C/I Admin. Principals	1/03	2/03	3/03 Annually	Completed Annually
1.3.3	Identify specific internal and external programs to ensure success and support for underrepresented students.	CM, SG	Program descriptions/ program data	D. Norris	3/03	6/03	Ongoing	
1.3.4	Monitor the instructional and management practices for the purpose of reducing implicit and explicit exclusionary behaviors among all teachers, support staff, and administrators.	CM, SG	Suspension data, attendance data, grades, ISAT	D. Norris C/I Admin. Principals	2/03	7/03	Ongoing	
1.3.5	Review and establish consistent academic policies including but not limited to promotion, retention, grading, and reevaluation.	CM, SG	New/revised policy documents	C/I Admin.	12/02	4/03	7/04	

Action Plan

Strategy 1, Plan 4: We will develop and implement with accountability, an aligned, rigorous curriculum to meet the needs of all learners.

Specific Results: Attain Adequate Yearly Progress for all student groups designated by No Child Left Behind and close the achievement gap in all curricular areas.

Identified Link/Data Source

Data: ISAT/PSAE disaggregate data, No Child Left Behind summary, District Diagnostic Assessment scores, Quarterly Assessments results
 Dr. Peterkin's Monitoring Report
 Consent Decree

Resources Needed/Funding Source

Local/State/Federal Funds
 Grants

Evaluation Design

Formative: Quarterly report to Board of Education and Court Monitor
 Summative: Improved student achievement of No Child Left Behind student achievement groups; reduced achievement gap

LINK: CM = Court Monitor CD = Consent Decree SG = Supt.'s Goals

Step #	Action Steps	Link Source	Means of Measure	Assigned	Start Date	Progress Check Date	Due Date	Completed Date
1.4.1	Create data gathering tools to disaggregate data by gender, race, individual student, grade, class, school, and district.	CM, SG	Data marts	K. Reed	2/03	Monthly	Ongoing	
1.4.2	Develop an instructional time line for all core curricular areas: 4 Elementary Reading, Language Arts, Math 5 Secondary Reading, English, Math 6 Elementary Science, Social Science 7 Secondary Science, Social Science	SG	Timelines with 9-week curriculum chunks	C/I Admin. A. Ellis M Muller	3/03	8/03	8/04	
1.4.3	Develop and implement quarterly diagnostic assessments aligned to standards-based curriculum and time line.	CM, SG	Assessments completed	C/I Admin.	10/03	7/03, 11/03	8/03, 7/04	8/03 ELA Math
1.4.4	Gather, disaggregate and analyze diagnostic data.	CD, SG	Meeting minutes and agendas	C/I Admin. Principals	12/02	1/03	Ongoing	
1.4.5	Review and modify instruction/instructional time line as warranted.	CD, SG	Review and modify artifacts	C/I Admin.	10/03	2/04	Ongoing	
1.4.6	Create Personal Education Partnership Plans for under-achieving students.	CD, SG	Plans filed with principals	C/I Admin. M Muller A. Ellis Principals	11/02	3/03, 10/03, 2/04	8/04	
1.4.7	Monitor ongoing implementation of PEP Plans.	CD, SG	Principal data	Principals	2/03	11/03	Ongoing	
1.4.8	Communicate regularly with teachers and families of students with PEP Plans about progress in targeted areas.	CD, SG	PEP artifacts; communication logs	Principals Teachers	12/02	5/03	Ongoing	
1.4.9	Focus instructional support provided by academic support personnel and agencies with diagnosed areas of deficit. (Boys and Girls Club, American Reads/Counts, Urban League, faith-based supports, after-school program, extended learning, etc.)	CD, SG	Meeting minutes & student rosters	F. Clarke	8/03	12/03	Ongoing	
1.4.10	Design and implement tutorial programs in core academic areas.	CD, SG	List of students served; grade data; ISAT/PSAE scores	C/I Admin.	7/03	9/03	Ongoing	
1.4.11	Establish NCLB State Scholars program in each high school.	SG	Program active in each high school; awards ceremony held	B. Shepperd	9/03	1/04	6/04	
1.4.12	Implement the Instructional Effectiveness and Accountability Guide with each school.	SG	Use of guide at campus; meeting notes	Supt. Deputy Supt.	3/03	Monthly	Ongoing	

Action Plan

Strategy 1, Plan 5: We will develop and implement with accountability, an aligned, rigorous curriculum to meet the needs of all learners.

Specific Results: Develop a comprehensive District assessment program that will provide meaningful data to guide curriculum development.

Identified Link/Data Source

Consent Decree
Dr. Peterkin's Monitoring Report
Illinois Learning Standards

Resources Needed/Funding Source

Local/State/Federal Funds
Grants

Evaluation Design

Formative: Quarterly report to Board of Education and Court Monitor
Summative: Improved student achievement

LINK: CM = Court Monitor CD = Consent Decree SG = Supt.'s Goals

Step #	Action Steps	Link Source	Means of Measure	Assigned	Start Date	Progress Check Date	Due Date	Completed Date
1.5.1	Review formative and summative assessment options and data generated by each assessment.	CM, SG	Samples of assessment options – Agenda & Minutes from content area mtgs.	C/I Admin.	1/03	3/03	4/03	5/03
1.5.2	Select formative and summative assessments that create a comprehensive assessment model.	CM, SG	Agenda & Minutes from content area mtgs.	C/I Admin.	3/03	6/03	8/03	8/03
1.5.3	Design a time line for when each assessment will be given.	SG	Agenda & Minutes from content area mtgs.	C/I Admin.	4/03	6/03	9/03	9/03
1.5.4	Determine how data will be reported and to whom.	SG	Agenda & Minutes from content area mtgs.	C/I Admin.	1/03	6/03	9/03	9/03
1.5.5	Train faculty on use of each assessment to ensure valid and reliable implementation.	SG	Agenda & Minutes from content area mtgs.	M. Muller Principals	10/02	8/03	Ongoing	
1.5.6	Establish data reporting time line to Superintendent and Board of Education.	SG	Timeline for Supt. and Board of Education Agenda & Minutes from content area mtgs.	D. Norris	4/03	6/03	9/03	9/03

Action Plan

Strategy 1, Plan 6: We will develop and implement with accountability, an aligned, rigorous curriculum to meet the needs of all learners.

Specific Results: Establish and maintain a comprehensive ESL/bilingual educational program.

Identified Link/Data Source

Data: disaggregated enrollment numbers and student achievement scores
 ESL Program Development Guidelines
 Illinois Learning Standards

Resources Needed/Funding Source

Local/State/Federal Funds
 Grants

Evaluation Design

Formative: Quarterly report to Board of Education and Court Monitor
 Summative: Improved student achievement; reduced achievement gap

LINK: CM = Court Monitor CD = Consent Decree SG = Supt.'s Goals

Step #	Action Steps	Link Source	Means of Measure	Assigned	Start Date	Progress Check Date	Due Date	Completed Date
1.6.1	Review effectiveness of existing program and its compliance with state and national guidelines/requirements.	CM, SG	Survey evaluation	C/I Admin.	12/02	5/03	Ongoing	
1.6.2	Design research-based instructional program.	SG	Program design presented to ESL Task Force and Leadership Team	C/I Admin. ESL Coord.	4/03	10/03	5/04	
1.6.3	Determine appropriate instructional facility and resource needs.	SG	Facilities audit report	C/I Admin. D. Casing ESL Task Force	1/03	1/04	9/04	
1.6.4	Implement ESL/bilingual program.	SG	Program established	C/I Admin. Principals ESL Coord.	9/03	1/04	Ongoing	
1.6.5	Gather and analyze student achievement data; make modifications in instruction as warranted.	SG	Data marts are reviewed	C/I Admin. Principals Teachers ESL Coord.	8/03	1/04	Ongoing	

Action Plan

Strategy 1, Plan 7: We will develop and implement with accountability, an aligned, rigorous curriculum to meet the needs of all learners.

Specific Results: Implement a strong, systematic program evaluation plan that focuses on the effectiveness of various instructional programs in promoting improved student achievement.

Identified Link/Data Source

Curriculum Handbooks
 Data: Promotion/Retention/Graduation Rates
 Grade Distribution Summaries
 Illinois Learning Standards
 Maps and Guides
 Program Descriptions

Resources Needed/Funding Source

Local/State/Federal Funds
 Grants

Evaluation Design

Formative: Quarterly report to Board of Education and Court Monitor
 Summative: Improved student achievement and attendance; reduced suspension, retention and dropout rates

LINK: CM = Court Monitor CD = Consent Decree SG = Supt.'s Goals

Step #	Action Steps	Link Source	Means of Measure	Assigned	Start Date	Progress Check Date	Due Date	Completed Date
1.7.1	Create and implement Program Evaluation Plan and accompanying documents.	CM, SG	Evaluation criteria grid	C/I Admin.	3/03	5/03	1/04	
1.7.2	Create program evaluation schedule.	CM, SG	Schedule document	C/I Admin.	3/03	1/03	1/04	
1.7.3	Complete program evaluation annually as designated by program evaluation schedule.	CM, SG	Completed program evaluations	C/I Admin.	9/03, 9/04	1/04, 1/05	Annually Ongoing	
1.7.4	Present evaluation findings to Leadership Team, Superintendent, and Board of Education.	CM, SG	Summary report; minutes	C/I Admin.	1/04		2/04 Ongoing	
1.7.5	Make recommendations for modifications based upon evaluation findings.	CM, SG	List of recommendations	C/I Admin.	1/04		2/04 Ongoing	
1.7.6	Modify instructional offerings based upon program evaluations.	CM, SG	High School/Middle School Course Offerings	C/I Admin.	2/04	3/04	8/04 Annually Ongoing	
1.7.7	Incorporate all new courses and programs into evaluation schedule.	CM, SG	Curriculum handbook; course program descriptions	C/I Admin.	8/04	9/04	Annually	

Action Plan

Strategy 1, Plan 8: We will develop and implement with accountability, an aligned, rigorous curriculum to meet the needs of all learners.

Specific Results: Review and recommend for implementation findings of comprehensive curriculum management audit.

Identified Link/Data Source

Curriculum Handbooks
 Data: Promotion/Retention/Graduation Rates
 Grade Distribution Summaries
 Illinois Learning Standards
 Maps and Guides
 Program Descriptions

Resources Needed/Funding Source

Local/State/Federal Funds
 Grants

Evaluation Design

Formative: Quarterly report to Board of Education and Court Monitor
 Summative: Improved student achievement and attendance; reduced achievement gap; adequate yearly progress; reduced retention/dropout rates; increased graduation rate for minority students; increased enrollment of minority students in Level III courses; improved ISAT/PSAE scores

LINK: CM = Court Monitor CD = Consent Decree SG = Supt.'s Goals

Step #	Action Steps	Link Source	Means of Measure	Assigned	Start Date	Progress Check Date	Due Date	Completed Date
1.8.1	Present curriculum management audit proposal to the Board of Education for approval.	SG	Board approval	D. Norris	11/03			12/02
1.8.2	Designate time line for audit in conjunction with lead auditor.	SG	Schedule of audit dates	D. Norris	2/03	1/02		7/03
1.8.3	Successfully complete on-site audit.	CM, SG	Completed audit received	C/I Admin.	3/03	6/03	7/03	7/03
1.8.4	Analyze and review audit findings.	SG	Establish specific recommendations from completed audit	C/I Admin.	7/03	8/03	11/03	
1.8.5	Establish recommendations based upon audit results and appropriate implementation time lines.	SG	Recommendations to Leadership Team with time lines	C/I Admin.	9/03	12/03	1/04	
1.8.6	Inform stakeholders of audit findings and related recommendations.	SG	Meeting minutes & agendas	C/I Admin. Principals	10/03	1/04	5/04	
1.8.7	Monitor implementation of recommendations and time lines.	SG	Student achievement data; curricular artifacts based on recommendations	C/I Admin. D. Norris C. Stack E. Burley Principals	11/03	2/04	Ongoing	

Action Plan

Strategy 1, Plan 9: We will develop and implement with accountability, an aligned, rigorous curriculum to meet the needs of all learners.

Specific Results: Review and recommend for implementation findings of comprehensive curriculum management audit.

Identified Link/Data Source

Data: enrollment in Level III, Gifted/Talented courses/programs
 Dr. Peterkin's Monitoring Report
 Consent Decree

Resources Needed/Funding Source

Local/State/Federal Funds
 Grants

Evaluation Design

Formative: Quarterly report to Board of Education and Court Monitor
 Summative: Improved student achievement and attendance; reduced suspension, retention and dropout rates; increased number of minority students in Level III Gifted/Talented courses/programs

LINK: CM = Court Monitor CD = Consent Decree SG = Supt.'s Goals

Step #	Action Steps	Link Source	Means of Measure	Assigned	Start Date	Progress Check Date	Due Date	Completed Date
1.9.1	Implement innovative, interactive, research-based curriculum and instruction practices.	CM, SG	Curriculum samples; grade level and department meeting minutes	C/I Admin. Asst. Supt.	1/03	11/03	6/04	
1.9.2	Ensure that instructional delivery incorporates strategies to address diverse learning styles and multiple intelligences.	CM, SG	Reports from principals; teacher evaluations	C/I Admin. Principals	1/03	11/03	6/04	

CHAMPAIGN COMMUNITY UNIT SCHOOL DISTRICT #4 STRATEGIC PLAN UPDATE

STRATEGY 2: WE WILL ENSURE EQUITABLE ACCESS TO AND ELIMINATE UNWARRANTED DISPARITIES IN STUDENT PARTICIPATION IN ALL EDUCATIONAL PROGRAMS.

Specific Results:

- 2.1 Implement special education programs in an educationally sound and nondiscriminatory manner.
- 2.2 Maximize participation and success of low income and minority students in gifted/talented programs.
- 2.3 Design and implement a comprehensive attendance improvement plan.
- 2.4 Maximize participation and success of low income and minority students in upper level courses at the secondary level.
- 2.5 Provide appropriate educational programs for underperforming and nontraditional students.
- 2.6 Increase the graduation rate of African American high school students.
- 2.7 Maintain the Controlled Choice program that provides choice opportunities and follows racial fairness guidelines for elementary students.
- 2.8 Implement an educationally sound and nondiscriminatory student assignment plan for secondary students.

Action Plan

Strategy 2, Plan 1: We will ensure equitable access to and eliminate unwarranted disparities in student participation in all educational programs.

Specific Results: Implement special education programs in an educationally sound and nondiscriminatory manner.

Identified Link/Data Source

Consent Decree
 District Strategic Plan 1996
 Dr. Peterkin's Monitoring Report
 Equity Implementation Plan
 Superintendent's Goals

Resources Needed/Funding Source

Local/State/Federal Funds
 Grants

Evaluation Design

Formative: Quarterly report to Board of Education and Court Monitor
 Summative: Reduced number of minority students in special education programs

LINK: CM = Court Monitor CD = Consent Decree SG = Supt.'s Goals

Step #	Action Steps	Link Source	Means of Measure	Assigned	Start Date	Progress Check Date	Due Date	Completed Date
2.1.1	Complete a special education audit which will evaluate the effectiveness of the District's response to student need and include evaluation of: 3 systematic interventions 4 pre-placement services and BST effectiveness 5 resources for students experiencing academic difficulty	CM, SG	Report on results	M. Jobe	2/03	3/03	Spring/03	7/03
2.1.2	Implement audit recommendations to ensure monitoring the effectiveness of the District's response to student need and make appropriate adjustments.	CM, SG	Implementation of audit recommendations	M. Jobe	8/03	1/04	5/04 Ongoing	June Annually
2.1.3	Report on student progress to parents, public, and court.	CM, SG	Document	M. Jobe	3/03	Semi-annually	Ongoing	Dec./May Annually
2.1.4	Continue to assess the appropriateness of student placement by sampling and analyzing the case files of students assigned to each category of special education on an annual basis.	CM, SG	Report on results	M. Jobe Consultants	6/03	Biannually	6/03	June Annually
2.1.5	Screen students annually pursuant to Illinois School Code.	CM, SG	Report on results	M. Jobe	10/03	January Annually	6/03 Ongoing	June Annually
2.1.6	Continue to review and tighten placement criteria.	CM, SG	New and reviewed criteria	M. Jobe	1/03	8/03	Biannually	August Annually
2.1.7	Select sites for special education classes that facilitate Controlled Choice implementation.	CM, SG	Approval by Deputy Supt.	M. Jobe	1/03	Monthly	6/03 Ongoing	June Annually
2.1.8	Ensure racial, ethnic, and gender balance of Building Support Teams (BSTs).	CM, SG	Review membership at each building	M. Jobe	10/02	Annually	10/03	October Annually
2.1.9	Provide professional development to BST and special education staff to ensure that effective, result-driven services are available to students.	CM, SG	Staff evaluation of training	M. Jobe	3/03	School SIP days are used	6/03 Ongoing	June Annually
2.1.10	Monitor referral rates by race and school of regular education teachers to BST and then BST to special education.	CM, SG	Report of data	M. Jobe	9/02	Annually	8/03	August Annually

Action Plan

Strategy 2, Plan 2: We will ensure equitable access to and eliminate unwarranted disparities in student participation in all educational programs.

Specific Results: Maximize participation and success of low income and minority students in gifted/talented programs.

Identified Link/Data Source

Dr. Peterkin's Monitoring Report
Consent Decree

Resources Needed/Funding Source

Local/State/Federal Funds
Grants

Evaluation Design

Formative: Quarterly report to Board of Education and Court Monitor
Summative: Increased minority participation in Gifted and Talented/Level III courses

LINK: CM = Court Monitor CD = Consent Decree SG = Supt.'s Goals

Step #	Action Steps	Link Source	Means of Measure	Assigned	Start Date	Progress Check Date	Due Date	Completed Date
2.2.1	Establish a process for evaluating all new-to-district students at the time of their entry into the District.	CM, SG	Recommendation presented to Leadership and C & I Team	M. Muller	10/02	3/03	7/03	7/03
2.2.2	Analyze and disseminate achievement levels of students in part-time and full-time gifted/talented programs by race, gender and socio-economic status.	CM, SG	Summary of achievement levels	M. Muller	4/03	11/03	Ongoing	
2.2.3	Advertise gifted/talented programs in the minority communities in Champaign.	CM, SG	Samples of brochures and programs	M. Muller	2000-01	5/03	Ongoing	
2.2.4	Provide supplemental support for qualified African American students who have negative academic and social experiences in gifted/talented programs.	CM, SG	List of support systems available	M. Muller C/I Admin.	1/03	6/03	Ongoing	
2.2.5	Track enrichment program participation in District databases.	CM, SG	List of students by race, gender, and SES	M. Muller Enrichment Specialists	12/02	7/03	Ongoing	
2.2.6	Evaluate all first grade students who enter after the district-wide testing date.	CM, SG	NNAT student scores	M. Muller	10/02	4/03	Ongoing	
2.2.7	Train staff regarding gifted selection criteria.	CM, SG	Agendas and minutes from meetings	M. Muller	2000-01	5/03	Ongoing	
2.2.8	Recruit African American staff members to participate in Level I and Level II gifted training.	CM, SG	Number of African-American teachers	M. Muller Principals	2000-01	6/03	Ongoing	
2.2.9	Publicize local minority mentors and minority talented students' success stories.	CM, SG	Samples of success stories, To the Point, News-Gazette	M. Muller Principals	2000-01	7/03	Ongoing	
2.2.10	Offer Level I and Level II gifted training to all staff.	CM, SG	List of teachers who participated	M. Muller	11/02	8/03	Ongoing	

Action Plan

Strategy 2, Plan 3: We will ensure equitable access to and eliminate unwarranted disparities in student participation in all educational programs.

Specific Results: Design and implement a comprehensive attendance improvement plan.

Identified Link/Data Source

Consent Decree
 Dr. Abers' School Climate Study
 Dr. Peterkin's Monitoring Report
 Equity Implementation Plan
 No Child Left Behind
 Superintendent Goals

Resources Needed/Funding Source

Local/State/Federal Funds
 Grants

Evaluation Design

Formative: Quarterly report to Board of Education and Court Monitor
 Summative: Reduced dropout rate; improved student achievement; improved student attendance; increased early intervention strategies; increased positive responses on student survey

LINK: CM = Court Monitor CD = Consent Decree SG = Supt.'s Goals

Step #	Action Steps	Link Source	Means of Measure	Assigned	Start Date	Progress Check Date	Due Date	Completed Date
2.3.1	Establish an attendance improvement team which addresses strategies to increase attendance and reduce dropouts.	CM, SG	Agendas; meeting minutes	F. Clarke	12/02	2/03	3/03	3/03
2.3.2	Establish district-wide incentives to improve attendance.	CM, SG	Incentives established; monitor written incentive plans	Principals F. Clarke	2/03	Monthly	3/03	3/03
2.3.3	Establish campus attendance review committees consisting of teachers and administrators to review data marts.	CM, SG	Agendas; meeting minutes	Principals	8/03	9/03	3/04	
2.3.4	Implement attendance monitoring system.	CM, SG	System in place; written procedures	F. Clarke Principals K. Reed	3/03	6/03	8/03	8/03
2.3.5	Develop a plan of intervention that addresses tardies and truancies in a nonpunitive manner.	CM, SG	Plan proposed	F. Clarke AIE	10/03	12/03	1/04	

Action Plan

Strategy 2, Plan 4: We will ensure equitable access to and eliminate unwarranted disparities in student participation in all educational programs.

Specific Results: Maximize participation and success of low income and minority students in upper level courses at the secondary level.

Identified Link/Data Source

Dr. Peterkin’s Monitoring Report
Consent Decree

Resources Needed/Funding Source

Local/State/Federal Funds
Grants

Evaluation Design

Formative: Quarterly report to Board of Education and Court Monitor
Summative: Increased minority participation in Gifted and Talented/Level III courses

LINK: CM = Court Monitor CD = Consent Decree SG = Supt.'s Goals

Step #	Action Steps	Link Source	Means of Measure	Assigned	Start Date	Progress Check Date	Due Date	Completed Date
2.4.1	Identify and enroll a cohort of African American students in Level III and AP courses.	CM, SG	List of African American students	D. Norris M. Muller	2/03	5/03	Ongoing	
2.4.2	Provide support to all students enrolled in Level III and AP courses.	CM, SG	List of students receiving support	D. Norris M. Muller	2/03	5/03	Ongoing	
2.4.3	Establish Pre-AP classes in middle schools and high schools.	CM, SG	Description of PreAP classes	D. Norris M. Muller	9/03	1/04	5/04	
2.4.4	Develop and monitor a degree plan for each student entering high school.	CM, SG	Sample degree plan	C/I Admin.	3/03	9/03	5/04	
2.4.5	Establish NCLB State Scholars program in each high school.	CM, SG	Artifacts from State Scholars Program	B. Shepperd	3/03	9/03	6/04	
2.4.6	Evaluate biannually the selection rates and success of African American students and other underrepresented minorities in Level III classes.	CM, SG	List of students, Pentamation data	D. Norris M. Muller	10/02	3/03	10/03 Biannual reports	
2.4.7	Establish a support program for African American students in Level III courses.	CM, SG	Summary of mentor program options	D. Norris M. Muller	2/03	6/03	Ongoing	

Action Plan

Strategy 2, Plan 5: We will ensure equitable access to and eliminate unwarranted disparities in student participation in all educational programs.

Specific Results: Provide appropriate educational programs for underperforming and nontraditional students.

Identified Link/Data Source

Consent Decree
 Dr. Abers' School Climate Study
 Dr. Peterkin's Monitoring Report
 Equity Implementation Plan
 No Child Left Behind
 Superintendent Goals

Resources Needed/Funding Source

Local/State/Federal Funds
 Grants

Evaluation Design

Formative: Quarterly report to Board of Education and Court Monitor
 Summative: Improved student achievement; improved student attendance; increased positive responses on student survey; increased number of minority certified staff; improved campus climate

LINK: CM = Court Monitor CD = Consent Decree SG = Supt.'s Goals

Step #	Action Steps	Link Source	Means of Measure	Assigned	Start Date	Progress Check Date	Due Date	Completed Date
2.5.1	Evaluate the alternative education placement process to eliminate exclusionary practices.	CM, SG	Evaluation completed	E. Burley B. Shoda	1/03	3/03	6/03	7/03
2.5.2	Provide upper-level courses at Columbia Center.	CM, SG	Courses provided	D. Norris C. Stack B. Shoda A. Ellis	3/03	8/04	8/04	
2.5.3	Train Columbia staff to ensure comparable educational opportunities for all students.	CM, SG	Training completed	B. Shoda	8/03	12/03	Ongoing	
2.5.4	Provide high quality curriculum and instruction in the alternative program so that students can successfully transition back to their campus. Modify the curriculum, instruction, and requirements so that Columbia Center students have the opportunity to continue on to post-secondary education.	CM, SG	Modifications completed	D. Norris E. Burley B. Shoda A. Ellis	8/03	12/03	12/03	
2.5.5	Monitor long-range attendance and academic data.	CM, SG	Data monitored	E. Burley B. Shoda	8/02	Monthly	Ongoing	
2.5.6•	Establish an effective transition plan that monitors ongoing student success.	CM, SG	Plan established	E. Burley F. Clark B. Shoda	3/03	7/03	1/04	
2.5.7	Establish liaisons at each secondary campus to be the point person tracking progress, receiving data, making contact, and disseminating information for each student placed in Storefront or READY. The liaison will coordinate providing transitional support for the students to facilitate their return to the home campus.	CM, SG	Liaison established/ procedures outlined	E. Burley Secondary Principals	2/03	8/03	10/03	
2.5.8	Separate the disciplinary AIE from the academic AIE.	CM, SG	Investigation completed	E. Burley B. Shoda	2/03	11/03	2/04	
2.5.9	Ensure that all students enrolled in AIE have parent education partnership plans (PEP).	CM, SG	Plans in place	B. Shoda	9/02	1/03	Ongoing	
2.5.10*	Create an Alternative Education Task Force to investigate and propose a plan for an academic alternative education center.	CM, SG	Proposal to the Board	E. Burley B. Shoda Task Force	9/03	11/03	2/04	

Action Plan

Strategy 2, Plan 6: We will ensure equitable access to and eliminate unwarranted disparities in student participation in all educational programs.

Specific Results: Increase graduation rate of African American high school students.

Identified Link/Data Source

Consent Decree
 Dr. Abers' School Climate Study
 Dr. Peterkin's Monitoring Report
 Illinois Learning Standards
 No Child Left Behind
 Superintendent's Goals

Resources Needed/Funding Source

Local/State/Federal Funds
 Grants

Evaluation Design

Formative: Quarterly report to Board of Education and Court Monitor
 Summative: Reduced dropout rates; increased graduation rates; improved student achievement improved campus climate

LINK: CM = Court Monitor CD = Consent Decree SG = Supt.'s Goals

Step #	Action Steps	Link Source	Means of Measure	Assigned	Start Date	Progress Check Date	Due Date	Completed Date
2.6.1	Establish and monitor a 4-year plan for each 8 th grade student.	SG	Report or written plan	A. Ellis D. Norris School Admin. Counselors	1/03	Quarterly	1/04 Ongoing	
2.6.2	Monitor quarterly the failure rate at each high school and middle school.	CM, SG	Improved grade distribution results	Principals C. Stack E. Burley Counselors	9/03	Quarterly	Ongoing	
2.6.3	Design and implement tutorial programs in core academic areas.	SG	Program evaluation monthly reports	C/I Admin. Principals	1/03	Monthly	9/03 Ongoing	
2.6.4	Create a credit recovery program to assist students in accruing high school credits.	SG, CM	Program implemented & evaluated; increased graduation rates	D. Norris A. Ellis	9/03	Quarterly	1/04 Ongoing	
2.6.5	Develop a district-wide monitoring system for tracking African American students in higher level classes.	SG, CM	Report on student progress	D. Norris Principals Counselors C. Stack E. Burley	9/03	Monthly	Ongoing	

Action Plan

Strategy 2, Plan 7: We will ensure equitable access to and eliminate unwarranted disparities in student participation in all educational programs.

Specific Results: Maintain the Controlled Choice program that provides choice opportunities and follows racial fairness guidelines for elementary students.

Identified Link/Data Source

Consent Decree
 Dr. Peterkin’s Monitoring Report
 Equity Implementation Plan
 No Child Left Behind
 Superintendent’s Goals

Resources Needed/Funding Source

Local/State/Federal Funds
 Grants

Evaluation Design

Formative: Quarterly report to Board of Education and Court Monitor
 Summative: Improved student achievement, improved student attendance, reduced transportation costs

LINK: CM = Court Monitor CD = Consent Decree SG = Supt.'s Goals

Step #	Action Steps	Link Source	Means of Measure	Assigned	Start Date	Progress Check Date	Due Date	Completed Date
2.7.1	Continue implementation of Controlled Choice at the elementary level.	CD, SG	Choice Survey; Choice assignment data	D. Norris H. Paulk	1997-98	Quarterly	Ongoing	
2.7.2	Open and enroll the fourth strand of classes at Stratton Elementary School.	CD, SG	Fall enrollment data	D. Norris S. Duckworth	12/02	Bimonthly	8/04	
2.7.3	Establish a middle school assignment plan supported by Dr. Michael Alves and Board approved.	CM, SG	Meeting minutes; Board agenda	C. Stack Leadership Team FIC	9/02	Monthly	5/03	Completed
2.7.4	Provide additional net seating capacity of not less than two elementary strands in north Champaign.	CD, SG	Additional 200 seats	D. Casing D. Norris	1/03	Bimonthly	8/04	
2.7.5	Review and update Controlled Choice policy as necessary to ensure compliance with the Controlled Choice memorandum.	CD, SG	Updated policy	D. Norris	9/02	Monthly	12/03	
2.7.6	Plan an effective outreach for early registration for minority parents.	CD, SG	Number of minority students assigned during early reg.	H. Paulk	9/02	Ongoing	3/04	

Action Plan

Strategy 2, Plan 8: We will ensure equitable access to and eliminate unwarranted disparities in student participation in all educational programs.

Specific Results: Implement an educationally sound and nondiscriminatory student assignment plan for secondary students.

Identified Link/Data Source

Consent Decree
Controlled Choice
Dr. Peterkin's Monitoring Report

Resources Needed/Funding Source

Local/State/Federal Funds
Grants

Evaluation Design

Formative: Quarterly report to Board of Education and Court Monitor
Summative: Implemented new middle school student assignment plan

LINK: CM = Court Monitor CD = Consent Decree SG = Supt.'s Goals

Step #	Action Steps	Link Source	Means of Measure	Assigned	Start Date	Progress Check Date	Due Date	Completed Date
2.8.1	Meet with key Central Office administrators to review Alves' three proposed models.	CM, SG	Meeting minutes	C. Stack, FIC, Leadership Team	9/02		9/02	Completed
2.8.2	Meet with middle school principals to review Alves' study.	CM, SG	Meeting minutes	C. Stack	11/02		11/02	Completed
2.8.3	Secure middle-level expertise researchers to participate in planning efforts.	CM, SG	Vitae, meeting minutes	C. Stack	11/02		11/02	Completed
2.8.4	Develop time line for recommendation of model to Board.	CM, SG	Time line artifact	C. Stack, FIC, Leadership Team	12/02		12/02	Completed
2.8.5	Present time line to Board.	CM, SG	Board agenda	C. Stack	1/03		1/03	Completed
2.8.6	Meet with PTA Council to provide information and solicit input for parent outreach.	CM, SG	Sign-in sheet from meeting	C. Stack	1/03		1/03	Completed
2.8.7	Meet with parent groups throughout the community to discuss models and solicit feedback.	CM, SG	Agendas	C. Stack Principals	1/03	2/03	3/03	Completed
2.8.8	Meet with staff representatives from the three middle schools to present/discuss models and solicit input.	CM, SG	Meeting minutes	C. Stack Principals	1/03	2/03	4/03	Completed
2.8.9	Work with Michael Alves/Craig Mitchell on transportation impact study of the proposed models.	CM, SG	Written communications	D. Casing	10/02	1/03, 2/03, 3/03	4/03	Completed
2.8.10	Present monthly progress updates to Board and PIC.	CM, SG	Board agendas	C. Stack	12/02	1/03, 2/03, 3/03	5/03	Completed
2.8.11	Identify stakeholder representatives to meet to review and discuss curricular programming, scheduling, and similar areas/concerns to ensure more equitable and consistent middle schools.	CM, SG	Meeting minutes	C. Stack Principals	1/03	2/03, 3/03, 4/03	5/03	Completed
2.8.12	Prepare recommendation for Board.	CM, SG	Meeting minutes	C. Stack Leadership Team	1/03	3/03, 4/03	5/03	Completed
2.8.13	Bring recommendation for a permanent middle school student assignment plan to Board.	CM, SG	Board agenda	C. Stack	1/03	2/03, 3/03, 4/03	5/03	Completed
2.8.14	Solicit feedback from all stakeholders relative to best middle school practice and desired interests and needs.	CM, SG	Meeting minutes, Steering Committee	C/I Admin. C. Stack D. Casing Principals MS Steering Com	5/03	7/03, 9/03, 10/03	10/03	
2.8.15	Recommendation to Board on program changes to be approved, including any financial implications.	CM, SG	Board agenda	C. Stack	10/03	11/03	12/03	
2.8.16	Implement a process for Board-approved changes.	CM, SG	Meeting minutes; budget modifications	C. Stack C/I Admin. M. Jobe	11/03	1/04, 3/04, 5/04, 7/04	8/03 Ongoing	

**CHAMPAIGN COMMUNITY UNIT SCHOOL DISTRICT #4
STRATEGIC PLAN UPDATE**

STRATEGY 3: WE WILL PROVIDE A SUPPORTIVE CLIMATE THAT IS SENSITIVE TO DIVERSE CULTURES AND PROMOTES SHARED UNDERSTANDING.

Specific Results:

- 3.1 Increase cultural competence of all staff.
- 3.2 Create forums to increase knowledge, understanding, and respect of diverse cultures within the school community.
- 3.3 Implement in-school educational programs for students focused on issues of race, culture, and ethnicity.
- 3.4 Create an environment in which everyone is treated with courtesy, dignity, respect, and professionalism.
- 3.5 Maximize participation in school-sponsored activities and programs for all student populations.

Action Plan

Strategy 3, Plan 1: We will provide a climate that is sensitive to diverse cultures and promotes shared understanding.

Specific Results: Increase cultural competence of all staff.

Identified Link/Data Source

Consent Decree
 District Strategic Plan 1996
 Dr. Peterkin's Monitoring Report
 Equity Implementation Plan
 Superintendent's Goals

Resources Needed/Funding Source

Local/State/Federal Funds
 Grants

Evaluation Design

Formative: Quarterly report to Board of Education and Court Monitor
 Summative: Improved student achievement; improved student attendance; increased positive responses on student survey; improved campus climate; increased minority participation in Gifted/Talented and Level III courses; balanced racial makeup on each campus

LINK: CM = Court Monitor CD = Consent Decree SG = Supt.'s Goals

Step #	Action Steps	Link Source	Means of Measure	Assigned	Start Date	Progress Check Date	Due Date	Completed Date
3.1.1	Train staff on issues of cultural sensitivity, institutional racism, history, and power.	CM, CD, SG	Inservice agendas; minutes; staff professional growth plans; list of participants	A. Ellis Principals	9/03	Quarterly	Ongoing	
3.1.2	Incorporate appropriate strategies relative to these issues into each school improvement plan.	CM, CD, SG	SIP plan	A. Ellis Principals SIP Team	9/03	10/03	Annually	
3.1.3	Implement strategies to address these topics and others at school.	CM, CD, SG	Principal class visits; teacher lesson plans; handouts, teacher evaluation/professional development plans	Teachers Principals	9/03	Quarterly	Ongoing	
3.1.4	Monitor and evaluate each school's efforts to successfully address increasing the cultural competence of all staff.	CM, CD, SG	Principal reports; test results; meeting minutes	C/I Admin. Deputy Supts.	10/03	Quarterly	Ongoing	

Action Plan

Strategy 3, Plan 2: We will provide a climate that is sensitive to diverse cultures and promotes shared understanding.

Specific Results: Create forums to increase knowledge, understanding, and respect of diverse cultures within the school community.

Identified Link/Data Source

District Strategic Plan 1996
Dr. Abers' School Climate Study
Equity Implementation Plan
School Improvement Plans

Resources Needed/Funding Source

Local/State/Federal Funds
Grants

Evaluation Design

Formative: Quarterly report to Board of Education and Court Monitor
Summative: Reduced discipline referrals; increased positive responses on student, and parent surveys; improved campus climate; balanced racial makeup on each campus

LINK: CM = Court Monitor CD = Consent Decree SG = Supt.'s Goals

Step #	Action Steps	Link Source	Means of Measure	Assigned	Start Date	Progress Check Date	Due Date	Completed Date
3.2.1	Create a process for principals to review and discuss climate study results and recommendations in each school, on an ongoing basis, with all staff.	CM, CD, SG	Outline of process	D. Norris C. Stack E. Burley Principals	6/03	Ongoing	1/04	
3.2.2	Review and discuss climate study results and recommendations in each school on an ongoing basis with all staff.	CM, CD, SG	Meeting minutes	Principals	9/03	Quarterly	Annually	
3.2.3	Create diverse student forums (race, ethnicity, low income) to discuss cultural differences.	CM, CD, SG	Agendas; minutes; handouts; participant lists	Principals	9/03	Quarterly	Annually	
3.2.4	Create opportunities through PTA/PTSA Council to implement diverse racial and ethnic parent forums to promote dialogue.	CM, CD, SG	Agendas; minutes; handouts; participant lists	Principals	9/03	Quarterly	Annually	
3.2.5	Meet with key organizations in the community (Urban League, Black Ministerial Alliance, NAACP, Latino, Asian) to collaborate on means to promote and build better understanding and communication.	CM, CD, SG	Agendas; minutes; memos	All Administrators	7/03	Quarterly	Ongoing	
3.2.6	Identify what steps are already being taken to address climate and equity issues in each school.	CM, CD, SG	SIP plan; meeting minutes; agendas	Deputy Supts. Principals A. Ellis E. Burley	7/03	8/03	Ongoing	
3.2.7	Monitor and evaluate each school's efforts to successfully establish forums for students, parents, and staff.	CM, CD, SG	SIP plan; principal evaluations; meeting minutes; PTA agendas	Deputy Supts. Principals A. Ellis E. Burley	10/03	Quarterly	Annually	

Action Plan

Strategy 3, Plan 3: We will provide a climate that is sensitive to diverse cultures and promotes shared understanding.

Specific Results: Implement in-school educational programs for students focused on issues of race, culture, and ethnicity.

Identified Link/Data Source

Dr. Abers' School Climate Study
District Strategic Plan 1996
Equity Implementation Plan
School Improvement Plans

Resources Needed/Funding Source

Local/State/Federal Funds
Grants

Evaluation Design

Formative: Quarterly report to Board of Education and Court Monitor
Summative: Improved student achievement; improved student attendance; increased positive responses on student survey; improved campus climate; increased minority participation in Gifted/Talented and Level III courses; balanced racial makeup on each campus

LINK: CM = Court Monitor CD = Consent Decree SG = Supt.'s Goals

Step #	Action Steps	Link Source	Means of Measure	Assigned	Start Date	Progress Check Date	Due Date	Completed Date
3.3.1	Review curriculum to identify evidence or lack of evidence of a multicultural curriculum.	CM, CD, SG	Curriculum documents	C/I Admin. ESL Coord.	7/03	8/03	Ongoing	
3.3.2	Research additional programs to address issues of race, culture, and ethnicity.	CM, CD, SG	Examples of programs	C/I Admin. D. Norris ESL Coord.	7/03	8/03, 9/03, 10/03	1/04	
3.3.3	Recommend any necessary program needs.	CM, CD, SG	Board Agenda	C/I Admin. D. Norris ESL Coord.	10/03	11/03	2/04	
3.3.4	Train staff who will be implementing new program(s).	CM, CD, SG	Samples of handouts; lists of participants	C/I Admin. ESL Coord.	1/03	8/03	Ongoing	
3.3.5	Monitor and evaluate program success.	CM, CD, SG	Principal reports; discipline data; test results; meeting minutes; data marts	C/I Admin. M. Muller ESL Coord.	9/04	6/04	Ongoing	

Action Plan

Strategy 3, Plan 4: We will provide a climate that is sensitive to diverse cultures and promotes shared understanding.

Specific Results: Create an environment in which everyone is treated with courtesy, dignity, respect, and professionalism.

Identified Link/Data Source

District Strategic Plan 1996
 Dr. Abers' School Climate Study
 Equity Implementation Plan
 School Improvement Plans

Resources Needed/Funding Source

Local/State/Federal Funds
 Grants

Evaluation Design

Formative: Quarterly report to Board of Education and Court Monitor
 Summative: Increased positive responses on employee, student and parent surveys; improved campus climate; balanced racial makeup on each campus; increased minority certified staff; improved campus climate

LINK: CM = Court Monitor CD = Consent Decree SG = Supt.'s Goals

Step #	Action Steps	Link Source	Means of Measure	Assigned	Start Date	Progress Check Date	Due Date	Completed Date
3.4.1	Select a task force of parents, students, teachers, community members, counselors, and administrators.	CM, SG	List of participants	C. Stack M. Muller	3/03		4/03	
3.4.2	Research and evaluate PBIS and any other current District programs that support character education.	SG	Summary of District programs discipline data; meeting minutes	M. Muller M. Jobe	3/03	5/03	Ongoing	
3.4.3	Research additional character education programs.	CM, SG	Summary of other programs meeting minutes	M. Muller C. Stack	4/03	7/03	Ongoing	
3.4.4	Recommend any necessary program changes for a student character education program.	SG	Board agenda	M. Muller C. Stack E. Burley	5/03	9/03	1/04	
3.4.5	Train individuals who will be implementing a character education program.	SG	List of participants, handouts	C/I Admin. Lead Teachers	2/04	6/04	Ongoing	
3.4.6	Monitor and evaluate character education plan.	SG	Reports from principals discipline data; meeting minutes; data marts	C. Stack E. Burley	8/04	Quarterly	Ongoing	

Action Plan

Strategy 3, Plan 5: We will provide a climate that is sensitive to diverse cultures and promotes shared understanding.

Specific Results: Maximize participation in school-sponsored activities and programs for all student populations.

Identified Link/Data Source

District Strategic Plan 1996
 Dr. Abers' School Climate Study
 Equity Implementation Plan
 School Improvement Plans

Resources Needed/Funding Source

Local/State/Federal Funds
 Grants

Evaluation Design

Formative: Quarterly report to Board of Education and Court Monitor
 Summative: Improved student attendance; increased positive responses on student survey; improved campus climate; increased minority participation in Gifted/Talented and Level III courses; conducted evaluation of mentor program

LINK: CM = Court Monitor CD = Consent Decree SG = Supt.'s Goals

Step #	Action Steps	Link Source	Means of Measure	Assigned	Start Date	Progress Check Date	Due Date	Completed Date
3.5.1	Maintain databases at each school for student participants in every school-sponsored program by gender and race.	CM, SG	Database entries	Principal Teachers	9/03	Quarterly	Ongoing	
3.5.2	Identify students who do not participate in school-sponsored activities.	CM, SG	Lists of student nonparticipants	Principals Teachers	9/03	Quarterly	Ongoing	
3.5.3	Develop and administer survey to those students who do not participate to determine reasons for nonparticipation.	CM, SG	Survey; summary of feedback	Principals	1/04	2/04	3/04	
3.5.4	Share survey results with activity sponsors to review concerns and make appropriate changes as may be needed or possible.	CM, SG	Reports from principals w/changes being made	Principals	3/04	4/04	5/04	
3.5.5	Monitor student participation, on an ongoing basis, to ensure greatest student participation possible.	CM, SG	Reports from principals; evidence of trend data per activity	Principals	9/04	Quarterly	Ongoing	

**CHAMPAIGN COMMUNITY UNIT SCHOOL DISTRICT #4
STRATEGIC PLAN UPDATE**

STRATEGY 4: WE WILL ESTABLISH AN EDUCATIONAL ENVIRONMENT IN EACH SCHOOL THAT IS CONDUCTIVE TO LEARNING.

Specific Results:

- 4.1 Use student discipline as an intervention strategy as a means to improve student behavior and academic performance.
- 4.2 Eliminate unwarranted disparities in assigning student discipline consequences.

Action Plan

Strategy 4, Plan 1: We will establish an educational environment in each school that is conducive to learning.

Specific Results: Use student discipline as an intervention strategy as a means to improve student behavior and academic performance.

Identified Link/Data Source

Consent Decree
 Dr. Abers' School Climate Study
 Dr. Peterkin's Monitoring Report
 Equity Implementation Plan
 No Child Left Behind
 Superintendent Goals

Resources Needed/Funding Source

Local/State/Federal Funds
 Grants

Evaluation Design

Formative: Quarterly report to Board of Education and Court Monitor
 Summative: Reduced discipline referrals; increased number of equitable and appropriate applications of discipline consequences

LINK: CM = Court Monitor CD = Consent Decree SG = Supt.'s Goals

Step #	Action Steps	Link Source	Means of Measure	Assigned	Start Date	Progress Check Date	Due Date	Completed Date
4.1.1	Establish a district-wide standard of early intervention strategy.	CM, SG	Plan established		11/02	3/03	4/03	4/03
4.1.2	Provide professional development to train staff to use techniques during disciplinary conferences that reinforce desired behaviors.	CM, CD, SG	Professional development	E. Burley Principals	8/03	12/03	Ongoing	
4.1.3	Establish behavior modification plans (BMPs) for students when appropriate.	CM, SG	BMPs established	E. Burley	1/03	Monthly	Ongoing	
4.1.4	Establish campus reward system for good behavior.	CM, CD, SG	Systems established	Principals E. Burley	3/03	Monthly	4/03	8/03
4.1.5	Develop a dropout reduction plan to reduce the dropout rate, particularly for African American males.	CM, SG	Plan developed	F. Clarke	8/03	10/03	11/03	
4.1.6	Investigate a system of incremental terms of expulsion/placement for a minimum of 45 days rather than "all year".	CM, SG	System investigated and proposed	E. Burley B. Shoda	3/03	8/03	1/04	
4.1.7	Provide quarterly reports to the School Board regarding suspensions and action steps to be taken to improve student behavior.	CM, SG	Reports provided	E. Burley	1/03	Board Mtg: Nov, Jan, Apr, July	Ongoing	
4.1.8	Establish coordinated crisis plans district-wide.	CM, SG	Plans established and coordinated	C. Stack	3/03	7/03	7/03	July - Annually
4.1.9	Provide adequate and visible supervision on all campuses. Add a full-time Student Service Coordinator at each elementary campus.	CM, SG	Supervision provided	D. Norris	2/03	6/03	8/03	8/03

Action Plan

Strategy 4, Plan 2: We will establish an educational environment in each school that is conducive to learning.

Specific Results: Eliminate unwarranted disparities in assigning student discipline consequences.

Identified Link/Data Source

Consent Decree
 Dr. Abers' School Climate Study
 Dr. Peterkin's Monitoring Report
 Equity Implementation Plan
 No Child Left Behind
 Superintendent Goals

Resources Needed/Funding Source

Local/State/Federal Funds
 Grants

Evaluation Design

Formative: Quarterly report to Board of Education and Court Monitor
 Summative: Reduced discipline referrals; reduced suspension rates; increased positive responses on student survey; improved campus climate

LINK: CM = Court Monitor CD = Consent Decree SG = Supt.'s Goals

Step #	Action Steps	Link Source	Means of Measure	Assigned	Start Date	Progress Check Date	Due Date	Completed Date
4.2.1	Review and modify the Student Code of Conduct to ensure fair, nondiscriminatory discipline system at all grade levels.	CM, SG	Code modified	E. Burley	11/02	2/03	3/03	3/03
4.2.2	Train all staff on Student Code of Conduct annually, including fair discipline, classroom management techniques, and cultural sensitivity.	CM, SG	Staff trained	Principals	August Each Year	December Each Year	Ongoing	
4.2.3	Review Student Code of Conduct three times a year with students.	CM, SG	Reviews completed	Principals	August Each Year	Aug., Jan., Apr.	April Each Year	
4.2.4	Establish a Discipline Advisory Committee that includes parents/guardians, advocates, community organizations, counselors, deans, administrators, CFT representatives, and administrators.	CM, SG	Committee established	E. Burley	11/02	Ongoing	3/03	3/03
4.2.5	Formulate and implement strategies to reduce the amount of suspensions that are not in proportion to ethnicity populations.	CM, SG	Strategies implemented	E. Burley Principals	11/02	Monthly	Ongoing	
4.2.6	Meet with principals, assistant principals, deans, student service coordinators quarterly to establish equitable and fair application of Student Code of Conduct.	CM, SG	Meeting established	E. Burley D. Norris	9/02	Quarterly	Ongoing	
4.2.7*	District administration will monitor and hold each principal accountable for fair and equitable application of the Student Code of Conduct.	CM, SG	Evaluations	E. Burley C. Stack	8/03	Quarterly	Ongoing	
4.2.8	Create a discipline management plan.	CM, SG	Plan completed	E. Burley	1/03	8/03	12/03	
4.2.9	District administration will require principals to utilize the monthly discipline reports and charts to identify specific strategies to reduce unwarranted disparities.	CM, SG	Evaluation	E. Burley C. Stack	8/03	Quarterly	Ongoing	
4.2.10*	Meet with the Discipline Oversight Committee to review incident and action group charts for each campus to recommend strategies for principals.	CM, CD, SG	Evaluation	E. Burley	8/03	Yearly	11/03	

CHAMPAIGN COMMUNITY UNIT SCHOOL DISTRICT #4 STRATEGIC PLAN UPDATE

STRATEGY 5: WE WILL ENSURE HIGH QUALITY STAFF COMMITTED TO EXCELLENCE.

Specific Results:

- 5.7 Implement an aggressive and standardized recruiting program that allows us to attract, identify, and hire qualified staff.
- 5.8 Increase recruitment, hiring, and retention of African American and other minority staff.
- 5.9 Utilize technology to increase the efficiency and data integrity of human resource department functions.
- 5.10 Develop a district-wide mentor program to support teachers new to Champaign Unit 4.
- 5.11 Ensure compliance with No Child Left Behind requirements for highly qualified staff.
- 5.12 Provide a comprehensive, professional staff development plan for all staff that supports District goals.

Action Plan

Strategy 5, Plan 1: We will ensure high quality staff committed to excellence.

Specific Results: Implement an aggressive and standardized recruiting program that allows us to attract, identify, and hire qualified staff.

Identified Link/Data Source

Consent Decree
 Dr. Peterkin's Monitoring Report
 Equity Implementation Plan
 No Child Left Behind
 Superintendent's Goals

Resources Needed/Funding Source

Local/State/Federal Funds
 Grants

Evaluation Design

Formative: Quarterly report to Board of Education and Court Monitor
 Summative: Increased number of minority certified staff; improved student achievement

LINK: CM = Court Monitor CD = Consent Decree SG = Supt.'s Goals

Step #	Action Steps	Link Source	Means of Measure	Assigned	Start Date	Progress Check Date	Due Date	Completed Date
5.1.1	Develop print or media materials specifically for teacher recruitment.	CM, SG	Completed document	B. Shepperd	2/03	3/03	8/03	8/03
5.1.2	Evaluate prior year recruitment plans and adjust the schedule according to data.	CM, SG	Recruitment plan	B. Shepperd	1/03	Ongoing	2/03	February Annually
5.1.3	Review and revise the application process to ensure inclusion of internal applicants.	SG	Revised internal application form	B. Shepperd	2/03	4/03	5/03	5/03
5.1.4	Incorporate the Gallup Urban Teacher Perceiver process into candidate interview and screening procedures.	CM, SG	Use of Gallup process in screening and interviewing	B. Shepperd	3/03	1/03	2/04	
5.1.5	Obtain permission to offer contracts in shortage areas.	CM, SG	Board approval	B. Shepperd	2/03	Ongoing	1/04	
5.1.6	Develop and implement a Grow Your Own teacher program to provide noncertified staff to become teachers in identified shortage areas, including minority teachers, higher level math, bilingual/ESL and special education.	CM, SG	Enrollment of staff in teacher prep programs	B. Shepperd	11/03	2/03	7/04	
5.1.7	Conduct exit interviews and use the resulting data in improving employee retention.	CM, SG	Summary of Exit Interviews	B. Shepperd	5/03	Ongoing	Ongoing	
5.1.8	Plan and organize a district-wide job fair.	CM, SG	Number of candidates hired from fair	B. Shepperd	9/03	11/03	3/04	
5.1.9	Include recruitment/employment information with kindergarten registration information.	CM, SG	Responses from inclusion of employment information	B. Shepperd	1/04	2/04	3/04	

Action Plan

Strategy 5, Plan 2: We will ensure high quality staff committed to excellence.

Specific Results: Increase recruitment, hiring, and retention of African American and other minority staff.

Identified Link/Data Source

Consent Decree
 Dr. Abers' School Climate Study
 Dr. Peterkin's Monitoring Report
 Equity Implementation Plan
 Superintendent's Goals

Resources Needed/Funding Source

Local/State/Federal Funds
 Grants

Evaluation Design

Formative: Quarterly report to Board of Education and Court Monitor
 Summative: Increased minority participation in Gifted/Talented and Level III courses; improved campus climate; increased number of minority certified staff

LINK: CM = Court Monitor CD = Consent Decree SG = Supt.'s Goals

Step #	Action Steps	Link Source	Means of Measure	Assigned	Start Date	Progress Check Date	Due Date	Completed Date
5.2.1	Monitor percentages and placement of minority employees.	CM, SG	Quarterly Report	B. Shepperd	1/03	Ongoing	Annual AA/EEO Audit	February Annually
5.2.2	Conduct face-to-face interviews with all African American teacher candidates that can be identified through the application process.	CM, SG	Interviews on file	B. Shepperd Admin. Staff	3/03	Ongoing	Ongoing	Completed Annually
5.2.3	Provide intervention for campuses that are not successful in hiring and retaining African American teachers.	CM, SG	Increased number of African American teachers	B. Shepperd	3/03	6/03	9/03	Sept. Annually
5.2.4	Reinstate the Minority Recruitment Day with Urbana schools.	CM, SG	Holding event	B. Shepperd	2/03	9/03	4/04	
5.2.5	Provide support for noncertified staff selected for the Grow Your Own program.	CM, SG	Implement program	B. Shepperd	1/03	4/03	7/03	7/03

Action Plan

Strategy 5, Plan 3: We will ensure high quality staff committed to excellence.

Specific Results: Utilize technology to increase the efficiency and data integrity of human resource department functions.

Identified Link/Data Source

District Technology Plan
Dr. Peterkin's Monitoring Report
Superintendent's Goals

Resources Needed/Funding Source

Local/State/Federal Funds
Grants

Evaluation Design

Formative: Quarterly report to Board of Education and Court Monitor
Summative: Reduced staffing costs; increased number of minority certified staff; reduced transportation costs

LINK: CM = Court Monitor CD = Consent Decree SG = Supt.'s Goals

Step #	Action Steps	Link Source	Means of Measure	Assigned	Start Date	Progress Check Date	Due Date	Completed Date
5.3.1	Collaborate with the Business and Technology departments to assess and recommend appropriate software for human resources.	CM, SG	Recommend software purchase to Board for implementation	D. Casing B. Shepperd K. Reed	2/03	10/03	12/03	
5.3.2	Establish position control through the use of technology.	SG	Implement and use software in staffing	B. Shepperd	10/03	6/03	1/04	
5.3.3	Develop and implement an on-line application process.	SG	Application on website	K. Reed	1/03	3/03	1/04	
5.3.4	Ensure the capability to run staffing reports as necessary for District planning and monitoring.	CM, SG	Use of staff reports	D. Casing B. Shepperd	2/03	7/03	6/04	

Action Plan

Strategy 5, Plan 4: We will ensure high quality staff committed to excellence.

Specific Results: Develop a district-wide mentor program to support teachers new to Champaign Unit 4.

Identified Link/Data Source

Consent Decree
No Child Left Behind
Superintendent's Goals

Resources Needed/Funding Source

Local/State/Federal Funds
Grants

Evaluation Design

Formative: Quarterly report to Board of Education and Court Monitor
Summative: Improved teacher retention

LINK: CM = Court Monitor CD = Consent Decree SG = Supt.'s Goals

Step #	Action Steps	Link Source	Means of Measure	Assigned	Start Date	Progress Check Date	Due Date	Completed Date
5.4.1	Collaborate with the CFT to identify a model for an effective mentoring program.	CM, SG	Program model	B. Shepperd D. Norris A. Ellis	1/03	3/03	5/03	5/03
5.4.2	Develop Board policies to support the teacher mentor program.	CM, SG	Policy approved	C. Stack B. Shepperd	5/03	6/03	1/04	
5.4.3	Develop a budget for funding the teacher mentor program.	CM, SG	Included in District budget	A. Ellis Mentor Committee	4/03	5/03	5/03	7/03
5.4.4	Design and implement a process for selection of mentor teachers.	CM, SG	Recommendation of committee	B. Shepperd A. Ellis Mentor Committee	1/03	3/03	5/03	5/03
5.4.5	Implement a teacher mentor program for the 2003-04 school year and evaluate using criteria recommended by the mentoring committee.	SG	Evaluation developed	B. Shepperd Mentor Committee	9/03	1/04	6/04	

Action Plan

Strategy 5, Plan 5: We will ensure high quality staff committed to excellence.

Specific Results: Ensure compliance with No Child Left Behind requirements for highly qualified staff.

Identified Link/Data Source

Consent Decree
 District Strategic Plan 1996
 Dr. Peterkin's Monitoring Report
 No Child Left Behind
 Superintendent's Goals

Resources Needed/Funding Source

Local/State/Federal Funds
 Grants

Evaluation Design

Formative: Quarterly report to Board of Education and Court Monitor
 Summative: Compliance with No Child Left Behind; improved student achievement

LINK: CM = Court Monitor CD = Consent Decree SG = Supt.'s Goals

Step #	Action Steps	Link Source	Means of Measure	Assigned	Start Date	Progress Check Date	Due Date	Completed Date
5.5.1	Conduct an audit of teacher certification for NCLB.	CM, SG	Completed audit	B. Shepperd	TBA by ROE		TBA by ROE	
5.5.2	Notify all teachers and principals of any failure to comply with NCLB standards.	CM, SG	Notification sent	B. Shepperd	TBA by ROE		TBA by ROE	
5.5.3	Provide the staff and community with a clear explanation of NCLB standards.	CM, SG	Press release training for staff/parent letter	B. Shepperd	TBA by ROE		TBA by ROE	
5.5.4	Collaborate with teachers and develop a plan for compliance with NCLB standards.	CM, SG	Compliance plans in place	B. Shepperd	TBA by ROE		TBA by ROE	
5.5.5	Monitor certification of current staff for NCLB compliance.	CM, SG	Annual review	B. Shepperd	TBA by ROE		TBA by ROE	
5.5.6	Review certification and assignment of all new teachers to the District for NCLB compliance.	CM, SG	Review completed	B. Shepperd	TBA by ROE		TBA by ROE	
5.5.7	Recommend transfers whenever necessary for NCLB compliance.	CM, SG	Transfers recommended	B. Shepperd	TBA by ROE		TBA by ROE	
5.5.8	Notify parents of any noncompliance with NCLB.	CM, SG	Notices sent	B. Shepperd	8/03		9/03	9/03

Action Plan

Strategy 5, Plan 6: We will ensure high quality staff committed to excellence.

Specific Results: Provide a comprehensive, professional staff development plan for all staff that supports District goals.

Identified Link/Data Source

Consent Decree
Equity Implementation Plan
No Child Left Behind
Superintendent's Goals

Resources Needed/Funding Source

Local/State/Federal Funds
Grants

Evaluation Design

Formative: Quarterly report to Board of Education and Court Monitor
Summative: Increased employee retention; improved student achievement; improved campus climate

LINK: CM = Court Monitor CD = Consent Decree SG = Supt.'s Goals

Step #	Action Steps	Link Source	Means of Measure	Assigned	Start Date	Progress Check Date	Due Date	Completed Date
5.6.1	Collaborate with deputy superintendents to determine certified staff development needs.	CM, SG	Adoption of annual inservice calendar by June, 2003	A. Ellis D. Casing	2/03	Quarterly	Ongoing	
5.6.2	Collect input from the CFT and CESP through department supervisors/principals.	CM, SG	Completed surveys	A. Ellis D. Casing; Staff Develop. Committee	2/03	5/03	7/03 Ongoing	
5.6.3	Collaborate with deputy superintendents and/or department supervisors to plan staff development and align the training with District goals.	CM, SG	Meeting, held	A. Ellis D. Casing	2/03	5/03	7/03 Ongoing	
5.6.4	Produce and disseminate a comprehensive District staff development plan.	CM, SG	Completed plan	A. Ellis D. Casing; Staff Develop. Committee	2/03	5/03	7/03 Ongoing	
5.6.5	Monitor delivery and evaluation of staff development.	CM, SG	Evaluation	A. Ellis D. Casing	8/03	12/03	6/04	

CHAMPAIGN COMMUNITY UNIT SCHOOL DISTRICT #4 STRATEGIC PLAN UPDATE

STRATEGY 6: WE WILL PROVIDE AND MAINTAIN FACILITIES AND SERVICES IN ALIGNMENT WITH THE DISTRICT'S LONG-RANGE PLANNING.

Specific Results:

- 6.1 Review and recommend for implementation findings of identified facility needs.
- 6.2 Develop a long-range facilities plan that includes adding two or more elementary strands to the north side of the District.
- 6.3 Coordinate future facilities and services with other community entities to improve services and costs for the community with the District.
- 6.4 Ensure that all district facilities and grounds are maintained in a high quality manner.
- 6.5 Provide a safe and healthy environment for all staff and students.
- 6.6 Provide safe and efficient transportation for students.

Action Plan

Strategy 6, Plan 1: We will provide and maintain facilities and services in alignment with the District’s long-range planning.

Specific Results: Review and recommend for implementation findings of identified facility needs.

Identified Link/Data Source

Superintendent’s Goals

Resources Needed/Funding Source

Local/State/Federal Funds
Grants

Evaluation Design

Formative: Quarterly report to Board of Education and Court Monitor
Summative: Improved campus climate

LINK: CM = Court Monitor CD = Consent Decree SG = Supt.'s Goals

Step #	Action Steps	Link Source	Means of Measure	Assigned	Start Date	Progress Check Date	Due Date	Completed Date
6.1.1	1) Evaluate 1998 district-wide Facilities Master Plan 2) Complete the 10-Year Health Life Safety Survey 3) Summarize and present initial data to Board at April 2003 board meeting.	CD, SG	4/03 Board of Education minutes	D. Casing G. Slade	1/03	2/03	3/03	4/03
6.1.2	Designate time line for audit.	CD, SG	RFP’s to conduct audit	D. Casing G. Slade D. Norris C. Stack E. Burley	3/03		4/03	4/03
6.1.3	Conduct audit.	CD, SG	Signed contract with auditing firm	D. Casing Auditing Consultant	10/03	11/03	2/04	
6.1.4	Analyze and review audit findings.	CD, SG	Summary of audit findings	D. Casing D. Norris C. Stack E. Burley	8/03	3/04	6/04	
6.1.5	Establish recommendations based upon audit results and appropriate implementation time lines	CD, SG	Written report of recommendations to the Board	D. Casing G. Slade	9/03	12/03	2/04	
6.1.6	Inform stakeholders of audit findings and related recommendations.	CD, SG	Report to Board of Education News release	D. Casing B. Shepperd	10/03		4/04	

Action Plan

Strategy 6, Plan 2: We will provide and maintain facilities and services in alignment with the District’s long-range planning.

Specific Results: Develop a long-range facilities plan that includes adding two or more elementary strands to the north side of the District.

Identified Link/Data Source

Consent Decree

Resources Needed/Funding Source

Local/State/Federal Funds
Grants

Evaluation Design

Formative: Quarterly report to Board of Education and Court Monitor
Summative: Improved student attendance

LINK: CM = Court Monitor CD = Consent Decree SG = Supt.'s Goals

Step #	Action Steps	Link Source	Means of Measure	Assigned	Start Date	Progress Check Date	Due Date	Completed Date
6.2.1	Gather information from key personnel who know the District’s facilities and available options.	CD, SG	Meetings with Dir. of Facilities & Committee	D. Casing Committee	2/03		3/03	3/03
6.2.2	Make appropriate recommendations regarding the final plan.	CD, SG	Presentation to Board of Education at May regular Board meeting	D. Casing D. Norris C. Stack E. Burley	3/03		5/04	
6.2.3	Set a time line for increasing seat capacity in north side of District.	CD, SG	Report to Board of Education	D. Casing D. Norris C. Stack E. Burley	4/03	5/04	8/04	
6.2.4	Develop a plan to add appropriate staff and services to support additional seating capacity.	CD, SG	Report to Board of Education	B. Shepperd S. McNish	9/03		1/04	
6.2.5	Evaluate options for continued use and need for Marquette School.	CD, SG	Board of Education March minutes	Committee per Leadership meeting on 1/16/03	1/03	3/03	5/03	9/03

Action Plan

Strategy 6, Plan 3: We will provide and maintain facilities and services in alignment with the District’s long-range planning.

Specific Results: Coordinate future facilities and services with other community entities to improve services and costs for the community and the District.

Identified Link/Data Source

Superintendent’s Goals

Resources Needed/Funding Source

Local/State/Federal Funds
Grants

Evaluation Design

Formative: Quarterly report to Board of Education and Court Monitor
Summative: Reduced facility costs for school district and community

LINK: CM = Court Monitor CD = Consent Decree SG = Supt.'s Goals

Step #	Action Steps	Link Source	Means of Measure	Assigned	Start Date	Progress Check Date	Due Date	Completed Date
6.3.1	Identify entities to be included in cooperative planning. Potential entities might include but are not limited to: City of Champaign, Park District, Parkland College, Urbana League, Boys and Girls Club, Adult Education, Head Start, Champaign Public Library, UIUC, Chamber of Commerce, Champaign and Illinois Police Departments, Mass Transit District.	SG	Cooperative planning agreements	D. Casing	4/03	Annually	Annually June	
6.3.2	Establish and maintain regular and periodic communication with representatives of community agencies and organizations.	SG	District calendar of activities & building monthly letters	D. Casing Principals	In progress	Annually	Ongoing	
6.3.3	Review annually District facilities and services to determine potential areas of coordination of services and facilities.	CD, SG	Cooperative planning agreement	D. Casing	4/03	Annually	Ongoing	
6.3.4	Evaluate options for the relocation of the Family Information Center to a permanent site.	CD, SG	FIC secures new site	D. Casing Relocation Committee	1/03	2/03	5/03	9/03

Action Plan

Strategy 6, Plan 4: We will provide and maintain facilities and services in alignment with the District’s long-range planning.

Specific Results: Ensure that all District facilities and grounds are maintained in a high quality manner.

Identified Link/Data Source

Superintendent’s Goals

Resources Needed/Funding Source

Local/State/Federal Funds
Grants

Evaluation Design

Formative: Quarterly report to Board of Education and Court Monitor
Summative: Improved campus climate

LINK: CM = Court Monitor CD = Consent Decree SG = Supt.'s Goals

Step #	Action Steps	Link Source	Means of Measure	Assigned	Start Date	Progress Check Date	Due Date	Completed Date
6.4.1	Review job descriptions for maintenance and custodial personnel.	SG	Written recommendation for any changes to current job descriptions	G. Slade J. Ayers S. McNish B. Shepperd	2/03	4/03	Annually June	
6.4.2	Develop and implement periodic task sheets for custodial and maintenance personnel.	SG	Complete a written manual to share with custodial & maintenance staff	G. Slade J. Ayers S. McNish	1/03	4/03	Annually June	
6.4.3	Establish daily, weekly, monthly, and annual schedule of inspections of buildings and grounds. ***** 1) 10-Year Health Life Safety Survey approved by Board of Education. 2) 3-Year AHERA Inspection 3) Annual ROE Safety Inspection	SG	Inspections completed Updated reports on file	D. Casing Building & Grounds Staff	1/03	7/03	Ongoing	
6.4.4	Maintain schedule for repair and replacement of equipment.	SG	Will file with Asst. Supt. for Financial Services a written schedule	G. Slade J. Ayers	1/03	3/03	Annually May	
6.4.5	Conduct a review of custodial duties to determine an effective means to provide daily and weekly cleaning in a timely manner. ***** Evaluate job description using job task analysis and modified daily and weekly schedules to optimize time and task	SG	Review completed	G. Slade S. McNish	2/03	9/03	Ongoing	
6.4.6	Conduct a review of how best to allocate custodial and maintenance staff time to provide for appropriate cleaning and maintenance schedule at balanced calendar facilities.	SG	Review completed	G. Slade J. Ayers S. McNish	2/03	8/03	Ongoing	

Action Plan

Strategy 6, Plan 5: We will provide and maintain facilities and services in alignment with the District’s long-range planning.

Specific Results: Provide a safe and healthy environment for all staff and students.

Identified Link/Data Source

Superintendent’s Goals

Resources Needed/Funding Source

Local/State/Federal Funds
Grants

Evaluation Design

Formative: Quarterly report to Board of Education and Court Monitor
Summative: Improved campus climate

LINK: CM = Court Monitor CD = Consent Decree SG = Supt.'s Goals

Step #	Action Steps	Link Source	Means of Measure	Assigned	Start Date	Progress Check Date	Due Date	Completed Date
6.5.1	Provide video surveillance in critical areas of all campuses.	SG	Plan documented	D. Casing	7/03	12/03	4/04 Ongoing	
6.5.2	Ensure adequate lighting for safety on campuses.	SG	Installation documented; provided additional portable lighting after several football games during fall 2003	G. Slade	4/03	7/03	9/03 Ongoing	
6.5.3	Implement and enforce air and water quality standards for all campuses.	SG	Documentation of changes	G. Slade	8/02	8/03	10/03 Ongoing	
6.5.4	Develop a systematic plan for asbestos abatement.	SG	Planning documents; AHERA Maintenance Plan updated every three years	G. Slade	6/03	7/03	11/03	
6.5.5	Evaluate the need for health services on all campuses.		Evaluation completed	B. Shepperd, M. Jobe, Health Committee	1/03	4/03	7/03	7/03
6.5.6	Implement health services as recommended.		Services consistently implemented	B. Shepperd, Deputy Supts., M. Jobe	8/03	5/04	5/05	
6.5.7	Provide proper nutrition for all students and staff.	SG	ISBE food service audit; monthly menus	A. Rouse	1/01	Monthly	Ongoing	

Action Plan

Strategy 6, Plan 6: We will provide and maintain facilities and services in alignment with the District’s long-range planning.

Specific Results: Provide safe and efficient transportation for students.

Identified Link/Data Source

Superintendent’s Goals

Resources Needed/Funding Source

Local/State/Federal Funds
Grants

Evaluation Design

Formative: Quarterly report to Board of Education and Court Monitor
Summative: Improved campus climate

LINK: CM = Court Monitor CD = Consent Decree SG = Supt.'s Goals

Step #	Action Steps	Link Source	Means of Measure	Assigned	Start Date	Progress Check Date	Due Date	Completed Date
6.6.1	Provide conflict management training to all bus drivers and bus monitors.	SG	Minutes from training	J. Kirk	8/03	Dec., Apr. Annually	Annually	
6.6.2	Provide video surveillance on all school buses.	SG	Documentation	J. Kirk	8/02	10/03	12/03	6/03
6.6.3	Establish communication protocol between bus drivers and campus administrators to ensure immediate response to disciplinary issues.	SG	Protocol documented	J. Kirk	1/03	3/03	4/03	
6.6.4	Ensure a safe drop-off and pick-up area for students.	CD, SG	Documentation from principals	J. Kirk Principals	1/03	3/03	Ongoing	
6.6.5	Provide safe bus transportation to and from all school activities.	CD, SG	Documentation of incident reports	J. Kirk	1/03	6/03	Ongoing	
6.6.6	Review practices and procedures with District employees and community agencies relating to accident and emergency issues.	SG	Meeting minutes	J. Kirk	4/03	8/03	Annually May	
6.6.7	Review and update Board policy as it relates to student transportation.	SG	Meeting minutes	J. Kirk D. Casing	3/03	7/03	Ongoing	
6.6.8	Update the Edulog student transportation software.	CM, SG	Documentation of update	J. Kirk	2/03	5/03	Annually June	
6.6.9	Establish bus routes to minimize length of time students must be on buses.	CD, SG	Documentation of routes	J. Kirk	1/03	5/03	Annually July	8/03

CHAMPAIGN COMMUNITY UNIT SCHOOL DISTRICT #4 STRATEGIC PLAN UPDATE

STRATEGY 7: WE WILL ENSURE FISCALLY RESPONSIBLE AND EQUITABLE DISTRIBUTION OF RESOURCES.

Specific Results:

- 7.1 Conduct a comprehensive financial audit.
- 7.2 Develop a budget that supports District goals.
- 7.3 Review and refine internal financial controls.
- 7.4 Ensure the distribution of resources supports the implementation of the Consent Decree and related documents.
- 7.5 Review and update revenue sources for information and expenditure needs.

Action Plan

Strategy 7, Plan 1: We will ensure fiscally responsible and equitable distribution of resources.

Specific Results: Conduct a comprehensive financial audit.

Identified Link/Data Source

Superintendent's Goals

Resources Needed/Funding Source

Local/State/Federal Funds
Grants

Evaluation Design

Formative: Quarterly report to Board of Education and Court Monitor
Summative: Improved student achievement via efficient use of District resources

LINK: CM = Court Monitor CD = Consent Decree SG = Supt.'s Goals

Step #	Action Steps	Link Source	Means of Measure	Assigned	Start Date	Progress Check Date	Due Date	Completed Date
7.1.1	Define parameters of a financial audit.	SG	RFP for audit	D. Casing	February Annually		May Annually	
7.1.2	Select an audit firm.	SG	Board approval of audit contract	D. Casing	February Annually		May Annually	4/03
7.1.3	Conduct audit.	SG	On-site review of financial records by audit firm	Audit firm Business Ofc.	August Annually		October Annually	
7.1.4	Present audit to Board/public.	SG	Presentation of audit for acceptance by Board of Education	Audit firm	May Annually		10/03	
7.1.5	Evaluate audit recommendations.	SG	Plan of implementation	Supt. BOE D. Casing	November Annually		December Annually	
7.1.6	Implement audit recommendations as appropriate.	SG	Plan of implementation	D. Casing Business Ofc.	January Annually		Ongoing	

Action Plan

Strategy 7, Plan 2: We will ensure fiscally responsible and equitable distribution of resources.

Specific Results: Develop a budget that supports District goals.

Identified Link/Data Source

District Strategic Plan 1996
Superintendent's Goals

Resources Needed/Funding Source

Local/State/Federal Funds
Grants

Evaluation Design

Formative: Quarterly report to Board of Education and Court Monitor
Summative: Improved student achievement via efficient use of District resources

LINK: CM = Court Monitor CD = Consent Decree SG = Supt.'s Goals

Step #	Action Steps	Link Source	Means of Measure	Assigned	Start Date	Progress Check Date	Due Date	Completed Date
7.2.1	Provide training in the needs-based budgeting process. * Conduct in-service training for building principals and program/grant administrators	SG	Training schedule & agendas	D. Casing	3/03	10/03	11/03	
7.2.2	Support campuses and departments in developing a needs-based budget.	SG	Submission of building & dept. needs-based budgets	Principal Dept. Heads D. Casing	3/03	2/04	5/04	
7.2.3	Develop a needs-based budget that aligns with District goals.	SG	FY04 District budget	Principals Program/Grant Administrators D. Casing	11/03	2/04	5/04	
7.2.4	Develop a set of assumptions to be approved by the Board of Education to set the parameters, including equity needs, in building a five-year budget projection for future planning.	SG	Written set of assumptions approved by Supt. and Board of Education	D. Casing D. Norris	January Annually	February Annually	February Annually	
7.2.5	Present the budget to the Board and to the public.	SG	Place tentative copy of budget on display	D. Casing	June Annually	June Annually	July Annually	

Action Plan

Strategy 7, Plan 3: We will ensure fiscally responsible and equitable distribution of resources.

Specific Results: Review and refine internal financial controls.

Identified Link/Data Source

Illinois State Board of Education Annual Financial Report
Independent Audit Report

Resources Needed/Funding Source

Local/State/Federal Funds
Grants

Evaluation Design

Formative: Quarterly report to Board of Education and Court Monitor
Summative: Improved student achievement via efficient use of District resources

LINK: CM = Court Monitor CD = Consent Decree SG = Supt.'s Goals

Step #	Action Steps	Link Source	Means of Measure	Assigned	Start Date	Progress Check Date	Due Date	Completed Date
7.3.1	Review internal practices according to audit recommendations.	SG	Meeting minutes, list of audit recommendations	D. Casing Business Ofc.	2/03	December Annually	Annually	
7.3.2	Review and establish efficient fiscal practices.	SG	List of target practices	D. Casing Business Ofc.	2/03	December Annually	Annually	
7.3.3	Ensure appropriate internal control procedures.	SG	Annual audit	D. Casing Business Ofc.	2/03	December Annually	Annually	

Action Plan

Strategy 7, Plan 4: We will ensure fiscally responsible and equitable distribution of resources.

Specific Results: Ensure the distribution of resources supports the implementation of the Consent Decree and related documents.

Identified Link/Data Source

Consent Decree
Controlled Choice
Dr. Peterkin's Monitoring Report
Equity Implementation Plan

Resources Needed/Funding Source

Local/State/Federal Funds
Grants

Evaluation Design

Formative: Quarterly report to Board of Education and Court Monitor
Summative: Improved student achievement via efficient use of District resources

LINK: CM = Court Monitor CD = Consent Decree SG = Supt.'s Goals

Step #	Action Steps	Link Source	Means of Measure	Assigned	Start Date	Progress Check Date	Due Date	Completed Date
7.4.1	Develop an equity budget.	CM, SG	Budget documents with specific areas identified	D. Norris D. Casing	2/03	June Annually	Annually	
7.4.2	Share the equity budget with Planning and Implementation Committee.	CM, SG	Provide copies of tentative budget specific to Equity Plan	D. Norris D. Casing	2/03	June Annually	Annually June	
7.4.3	Monitor the District budget to ensure equitable allocation of resources.	CM, SG	Biannual report to Supt.	D. Norris D. Casing	6/03	Mar., Jun., Oct., Dec. Annually	Biannually Jun. & Dec.	
7.4.4	Monitor staffing guidelines to ensure equitable allocation of human resources.	CM, SG	AA/EEO Report; staffing report	B. Shepperd D. Norris	1/03	4/02	Ongoing	

Action Plan

Strategy 7, Plan 5: We will ensure fiscally responsible and equitable distribution of resources.

Specific Results: Review and update revenue sources for information and expenditure needs.

Identified Link/Data Source

Revenues: County Clerk and County Supervisors,
Illinois State Board of Education, Federal
Department of Education
Expenditures: Building and Program Administrators

Resources Needed/Funding Source

Local/State/Federal Funds
Grants

Evaluation Design

Formative: Quarterly report to Board of Education and Court Monitor
Summative: Improved student achievement via efficient use of District resources

LINK: CM = Court Monitor CD = Consent Decree SG = Supt.'s Goals

Step #	Action Steps	Link Source	Means of Measure	Assigned	Start Date	Progress Check Date	Due Date	Completed Date
7.5.1	Contact on regular basis the County Assessor's Office to update growth information relating to local property taxes.	SG	Maintain file with dates & updated information	D. Casing	Ongoing		Ongoing	
7.5.2	Contact on regular basis the Illinois State Board of Education to update financial information relating to General State Aid (GSA), Categorical Funds, and Federal Program funds.	SG	Regular review of State website to print updates	D. Casing Grant Admins.	Ongoing	Monthly	Ongoing	
7.5.3	Review with Human Resources the staffing needs for all programs so appropriate staffing levels are maintained.	SG	Job postings	B. Shepperd D. Norris D. Casing C. Stack	Ongoing	January Annually	Ongoing	
7.5.4	Review all other expenditure areas to provide appropriate program support.	SG	Monthly budget reports	Principals Program/Grant Administrators D. Casing	Ongoing	January Annually	Ongoing	

CHAMPAIGN COMMUNITY UNIT SCHOOL DISTRICT #4 STRATEGIC PLAN UPDATE

STRATEGY 8: WE WILL ESTABLISH AND MAINTAIN TIMELY, EFFECTIVE TWO-WAY COMMUNICATION WITH ALL STAKEHOLDERS.

Specific Results:

- 8.1 Hold quarterly community forum meetings to address questions related to school issues and allow input of ideas from community members.
- 8.2 Provide training and ongoing communication for all stakeholders to ensure understanding of the District's responsibilities as outlined in the Consent Decree and other related documents.
- 8.3 Present information to the staff, Court Monitor, and the Planning and Implementation Committee to communicate progress of the District's implementation of the Consent Decree and related documents.
- 8.4 Provide training for all employees in positive communication skills to build trust and enhance performance.
- 8.5 Ensure effective communication on topics relevant to the school District with staff, families, and the community.

Action Plan

Strategy 8, Plan 1: We will establish and maintain timely, effective, two-way communication with all stakeholders.

Specific Results: Hold quarterly community forum meetings to address questions related to school issues and allow input of ideas from community members.

Identified Link/Data Source

District Strategic Plan 1996
Dr. Abers' School Climate Study
Superintendent's Goals

Resources Needed/Funding Source

Local/State/Federal Funds
Grants

Evaluation Design

Formative: Quarterly report to Board of Education and Court Monitor
Summative: Improved campus climate; increased minority participation in Gifted/Talented and Level III courses; improved student achievement

LINK: CM = Court Monitor CD = Consent Decree SG = Supt.'s Goals

Step #	Action Steps	Link Source	Means of Measure	Assigned	Start Date	Progress Check Date	Due Date	Completed Date
8.1.1	Implement a Key Communicator Network to hold quarterly forums for community members.	CM, SG	Participant sign-in; agenda; evaluation	A. Culver, B. Shepperd	2/03	2/03	Ongoing	
8.1.2	Initiate quarterly meetings with local and ministerial alliance groups.	CM, SG	Agendas	A. Culver, B. Shepperd	2/03	3/03	Ongoing	
8.1.3	Provide timely information and high quality data to the Planning Implementation Committee (PIC).	CM, SG	Feedback from PIC at May meeting	D. Norris	2/03	4/03	Ongoing	
8.1.4	Establish two-way communication with diverse groups of high school students regarding barriers to success.		Evaluations from students	M. Muller, F. Clarke	3/03	5/03	Ongoing	
8.1.5	Establish Superintendent's Communication Council to provide two-way communication with employees.	SG	Agendas; Evaluations; minutes	A. Culver, B. Shepperd	3/03	3/03	Ongoing	

Action Plan

Strategy 8, Plan 2: We will establish and maintain timely, effective, two-way communication with all stakeholders.

Specific Results: Provide training and ongoing communication for all stakeholders to ensure understanding of the District’s responsibilities as outlined in the Consent Decree and other related documents.

Identified Link/Data Source

Consent Decree
 District Strategic Plan 1996
 Dr. Abers’ School Climate Study
 Superintendent’s Goals

Resources Needed/Funding Source

Local/State/Federal Funds
 Grants

Evaluation Design

Formative: Quarterly report to Board of Education and Court Monitor
 Summative: Provide training and ongoing communication for all stakeholders to ensure understanding of the District’s responsibilities as outlined in the Consent Decree and other related documents.

LINK: CM = Court Monitor CD = Consent Decree SG = Supt.’s Goals

Step #	Action Steps	Link Source	Means of Measure	Assigned	Start Date	Progress Check Date	Due Date	Completed Date
8.2.1	Maintain diverse participation on District and campus-level committees.		Annual report of membership by ethnicity and gender	D. Norris	1/03	9/03	Ongoing	Annual
8.2.2	Implement ongoing training for all staff to ensure understanding of the Consent Decree and related documents.		Documentation of training	D. Norris Principals	1/03	4/03	5/03 Annually for new employees	Sept. 1 Annually
8.2.3	Communicate regular progress on the goals and long-range plan, as they align with the Consent Decree and related documents.		Annual report in the “To The Point” newsletter; monthly report to the Board; quarterly to Dr. Peterkin	D. Norris	1/03	Reports at each Board meeting	Annual report due 7/03	Annually
8.2.4	Publish and disseminate summative report on progress of the long-range plan.		Published report	B. Shepperd	1/03	3/03	9/03	Annually

Action Plan

Strategy 8, Plan 3: We will establish and maintain timely, effective, two-way communication with all stakeholders.

Specific Results: Present information to the staff, court monitor, and the Planning and Implementation Committee to communicate progress of the District’s implementation of the Consent Decree and other related documents.

Identified Link/Data Source

Consent Decree
 District Strategic Plan 1996
 Equity Implementation Plan
 Superintendent’s Goals

Resources Needed/Funding Source

Local/State/Federal Funds
 Grants

Evaluation Design

Formative: Quarterly report to Board of Education and Court Monitor
 Summative: Reduced dropout rate; improved student achievement;
 reduced discipline referrals; improved student attendance;
 reduced achievement gap; reduced suspension rate

LINK: CM = Court Monitor CD = Consent Decree SG = Supt.’s Goals

Step #	Action Steps	Link Source	Means of Measure	Assigned	Start Date	Progress Check Date	Due Date	Completed Date
8.3.1	Produce a semi-annual report on the progress of special education students.	CM, SG	Publish in annual report	M. Jobe	6/03	Semiannually to Leadership 6/04	Ongoing	
8.3.2	Analyze and publish the achievement levels of students in part-time and full-time gifted/talented programs by race, gender, and socio-economic status.	CM, SG	Publish in annual report	M. Muller	5/03	Semiannually to Leadership 6/04	6/04	
8.3.3	Analyze and publish progress reports on drop-out, attendance, discipline, participation in upper-level courses and failure rates.	CM, SG	Publish in annual report	F. Clarke M. Muller	5/03	Semiannually to Leadership 6/04	6/04	
8.3.4	Make semi-annual reports to Planning and Implementation Committee and to staff on the progress of Consent Decree indicators.	CM, SG	Publish in annual report	D. Norris	5/03	Semiannually to Leadership 1/04	Annually May	
8.3.5	Share results of the AA/EEO report with Planning and Implementation Committee and with staff.	CM, SG	Presentation of report to Audit Committee & Board of Education	B. Shepperd	1/03	2/03	Annually February	2/03 Annually

Action Plan

Strategy 8, Plan 4: We will establish and maintain timely, effective, two-way communication with all stakeholders.

Specific Results: Provide training for all employees in positive communication skills to build trust and enhance performance.

Identified Link/Data Source

District Strategic Plan 1996
 Dr. Abers' School Climate Study
 Superintendent's Goals

Resources Needed/Funding Source

Local/State/Federal Funds
 Grants

Evaluation Design

Formative: Quarterly report to Board of Education and Court Monitor
 Summative: Improved campus climate

LINK: CM = Court Monitor CD = Consent Decree SG = Supt.'s Goals

Step #	Action Steps	Link Source	Means of Measure	Assigned	Start Date	Progress Check Date	Due Date	Completed Date
8.4.1	Work with deputy superintendents to identify training models for positive communication.		Completion of training	M. Jobe D. Casing	2/03	4/03	1/04	
8.4.2	Include training for positive communication skills in the District's staff development plan.		Completion of training	A. Ellis	12/03	10/03	5/04	

Action Plan

Strategy 8, Plan 5: We will establish and maintain timely, effective, two-way communication with all stakeholders.

Specific Results: Ensure effective communication on topics relevant to the school district with staff, families, and the community.

Identified Link/Data Source

District Strategic Plan 1996
 Dr. Abers' School Climate Study
 Superintendent's Goals

Resources Needed/Funding Source

Local/State/Federal Funds
 Grants

Evaluation Design

Formative: Quarterly report to Board of Education and Court Monitor
 Summative: Improved campus climate; improved student achievement

LINK: CM = Court Monitor CD = Consent Decree SG = Supt.'s Goals

Step #	Action Steps	Link Source	Means of Measure	Assigned	Start Date	Progress Check Date	Due Date	Completed Date
8.5.1	Evaluate and update District print materials.	CM, SG	Present budget to Supt. for updating print materials	B. Shepperd	2/03	3/03	4/03	Annually
8.5.2	Coordinate efforts within the Family Information Center in communicating issues related to the Consent Decree.	CM, SG	Customer service survey	D. Norris H. Paulk B. Shepperd	2/03	3/03	6/03	Annually
8.5.3	Provide regular news releases regarding topics of community interest.	SG	Report annually to leadership numbers of articles published	B. Shepperd	1/03	3/03	6/03 Ongoing	Annually
8.5.4	Publish a quarterly newsletter (To the Point) on topics of community interest.	SG	Published newsletters	B. Shepperd	1/03	4/03	Quarterly	Annually
8.5.5	Evaluate and update the District website for effectiveness.	SG	Revised web site	K. Reed	6/03	9/03	1/04	

CHAMPAIGN COMMUNITY UNIT SCHOOL DISTRICT #4 STRATEGIC PLAN UPDATE

STRATEGY 9: WE WILL DIRECT RESOURCES, SERVICES, AND STAFF TO IMPLEMENT THE TECHNOLOGY PLAN, WHICH INCLUDES ESTABLISHING A DISTRICT-WIDE INFORMATIONAL TECHNOLOGY SYSTEM.

Specific Results:

- 9.1 Conduct a comprehensive technology audit.
- 9.2 Establish standards for technology products, i.e. hardware, software, operating systems, and infrastructure.
- 9.6 Ensure equitable distribution of technology resources for all students and staff.
- 9.7 Monitor data integrity in all areas of District operations.
- 9.8 Provide professional development to maximize effective use of technology.

Action Plan

Strategy 9, Plan 1: We will direct resources, services, and staff to implement the technology plan, which includes establishing a District wide informational technology system.

Specific Results: Conduct a comprehensive technology audit.

Identified Link/Data Source

Consent Decree
 District Technology Plan 2002-05
 Dr. Peterkin's Monitoring Report
 Equity Implementation Plan
 Strategic Plan 1996

Resources Needed/Funding Source

Local/State/Federal Funds
 Grants

Evaluation Design

Formative: Quarterly report to Board of Education and Court Monitor
 Summative: Improved student achievement; reduced achievement gap; increased equitable access to technology resources

LINK: CM = Court Monitor CD = Consent Decree SG = Supt.'s Goals

Step #	Action Steps	Link Source	Means of Measure	Assigned	Start Date	Progress Check Date	Due Date	Completed Date
9.1.1	Gather and review proposals to conduct a technology audit for presentation to the Board of Education for expenditure approval.	CM, SG	Technology audit expenditures brought to the Board for approval	K. Reed	1/03	6/03	11/03	
9.1.2	Utilize the completed technology inventory to identify gaps and/or inequity in the distribution of technology resources.	CM, SG	Gaps and inequity in the distribution of technology resources identified	K. Reed	7/03	8/03	Ongoing	
9.1.3	Standardize the technology available at all schools, beginning with the high school, moving to the middle schools and then the elementary schools.	CM, SG	Technology at the high, middle, & elementary schools are standardized	K. Reed	8/02	8/03	9/03 Ongoing	
9.1.4	Provide additional technology resources where necessary at low performing schools to enhance opportunities for students.	CM, SG	Low performing schools have the necessary technology resources to enhance opportunities for students	K. Reed	8/02	8/02 1/03 8/03 1/04 8/04 1/05	1/05	

Action Plan

Strategy 9, Plan 2: We will direct resources, services, and staff to implement the technology plan, which includes establishing a district-wide informational technology system.

Specific Results: Establish standards for technology products, i.e., hardware, software, operating systems, and infrastructure.

Identified Link/Data Source

Consent Decree
 District Technology Plan 2002-05
 Dr. Peterkin's Monitoring Report
 Equity Implementation Plan
 Strategic Plan 1996

Resources Needed/Funding Source

Local/State/Federal Funds
 Grants

Evaluation Design

Formative: Quarterly report to Board of Education and Court Monitor
 Summative: Improved student achievement; reduced achievement gap; increased equitable access to technology resources

LINK: CM = Court Monitor CD = Consent Decree SG = Supt.'s Goals

Step #	Action Steps	Link Source	Means of Measure	Assigned	Start Date	Progress Check Date	Due Date	Completed Date
9.2.1	Establish procedures to transition toward a single platform environment.	CM, SG	Procedures are in place to transition to a single platform environment	K. Reed	8/02	1/03 1/04 1/05	1/05	
9.2.2	Establish procedures to transition to a single, integrated software package for District communications during the next 4 years.	CM, SG	Procedures are in place to transition to a single platform integrated software package	K. Reed	8/02	1/03 1/04 1/05	1/05	
9.2.3	Establish standardized software adoptions for all schools based on grade level and curriculum needs.	CM, SG	Software adoptions are standardized for all schools by grade level and curriculum needs	K. Reed	8/02	1/03 1/04 1/05	1/05	
9.2.4	Establish procedures to transition to a single operating system during the next 4 years.	CM, SG	Procedures are in place to transition to a single operating system	K. Reed	8/02	1/03 1/04 1/05	1/05	
9.2.5	Establish procedures to transition to a single infrastructure during the next 4 years.	CM, SG	Procedures are in place to transition to a single infrastructure	K. Reed	8/02	1/03 1/04 1/05	1/05	

Action Plan

Strategy 9, Plan 3: We will direct resources, services, and staff to implement the technology plan, which includes establishing a district-wide informational technology system.

Specific Results: Ensure equitable distribution of technology resources for all students and staff.

Identified Link/Data Source

Consent Decree
 District Technology Plan 2002-05
 Dr. Peterkin's Monitoring Report
 Equity Implementation Plan
 Strategic Plan 1996

Resources Needed/Funding Source

Local/State/Federal Funds
 Grants

Evaluation Design

Formative: Quarterly report to Board of Education and Court Monitor
 Summative: Improved student achievement; reduced achievement gap; increased equitable access to technology resources

LINK: CM = Court Monitor CD = Consent Decree SG = Supt.'s Goals

Step #	Action Steps	Link Source	Means of Measure	Assigned	Start Date	Progress Check Date	Due Date	Completed Date
9.3.1	Develop a monitoring system that analyzes student to computer ratios for all ethnographic groups.	CM, SG 170176	A monitoring system in place that analyzes computer ratios for all ethnographic groups	K. Reed	8/02	1/03	8/03	8/03
9.3.2	Redistribute technology resources based on the monitoring system results.	CM, SG 173	Resources are distributed based on the monitoring system results	K. Reed	8/02	1/03	Ongoing	
9.3.3	Monitor redistribution and purchase of additional resources through the technology replacement program lease.		Redistribution & purchase of additional resources are monitored through the leasing program	K. Reed	8/02	1/03 1/04 1/05	8/05	

Action Plan

Strategy 9, Plan 4: We will direct resources, services, and staff to implement the technology plan, which includes establishing a district-wide informational technology system.

Specific Results: Monitor data integrity in all areas of District operations.

Identified Link/Data Source

Consent Decree
 District Technology Plan 2002-05
 Dr. Peterkin's Monitoring Report
 Equity Implementation Plan
 Strategic Plan 1996

Resources Needed/Funding Source

Local/State/Federal Funds
 Grants

Evaluation Design

Formative: Quarterly report to Board of Education and Court Monitor
 Summative: Improved student achievement; reduced achievement gap; increased equitable access to technology resources

LINK: CM = Court Monitor CD = Consent Decree SG = Supt.'s Goals

Step #	Action Steps	Link Source	Means of Measure	Assigned	Start Date	Progress Check Date	Due Date	Completed Date
9.4.1	Hire a data management coordinator to develop and monitor systems of data entry.	CM, SG 173	Data management coordinator has been hired to monitor status of data entry	K. Reed	3/03 4/03	3/03 4/03	6/03	6/03
9.4.2	Evaluate the student accounting software and make recommendations.		Recommendations have been made for student accounting software	K. Reed	7/04	1/05	3/05	
9.4.3	Evaluate the Human Resources' software and make recommendations.	CM, SG	Recommendations have been made for Human Resources software	K. Reed	7/03	1/04	3/04	
9.4.4	Evaluate the finance software and make recommendations.	CM, SG	Recommendations have been made for finance software	K. Reed	7/03	1/04	3/04	
9.4.5	Evaluate the transportation software and make recommendations.	CM, SG	Recommendations have been made for transportation software	K. Reed	7/03	1/04	3/04	
9.4.6	Conduct monthly audits of database systems where necessary.	CM, SG 176	Monthly audits of the database systems are conducted when necessary	K. Reed	Jan. 03	Monthly 2/03 3/03 4/03 5/03	Monthly 2/03 3/03 4/03 5/03	

Action Plan

Strategy 9, Plan 4: We will direct resources, services, and staff to implement the technology plan, which includes establishing a district-wide informational technology system.

Specific Results: Provide professional development to maximize effective use of technology.

Identified Link/Data Source

Consent Decree
 District Technology Plan 2002-05
 Dr. Peterkin's Monitoring Report
 Equity Implementation Plan
 Strategic Plan 1996

Resources Needed/Funding Source

Local/State/Federal Funds
 Grants

Evaluation Design

Formative: Quarterly report to Board of Education and Court Monitor
 Summative: Improved student achievement; reduced achievement gap; increased equitable access to technology resources

LINK: CM = Court Monitor CD = Consent Decree SG = Supt.'s Goals

Step #	Action Steps	Link Source	Means of Measure	Assigned	Start Date	Progress Check Date	Due Date	Completed Date
9.5.1	Implement the District long-range plan for technology (2002-2005).	CM, SG 175	The long-range technology plan has been implemented	K. Reed	7/02	7/03 7/04 7/05	7/05	
9.5.2	Allocate between 20-25% of the technology budget to fund the comprehensive staff development program for technology.	CM, SG 177	Twenty-five percent (25%) of the technology budget is spent on a comprehensive staff development program	K. Reed	7/02	7/03 7/04 7/05	7/05	
9.5.3	Staff development that is conducted will be related to the District's hardware/software to maximize the integration of technology in the teaching/learning process utilizing engaged learning and be based on the District's technology standards that have been developed.	CM, SG 177	Staff development emphasizes District hardware, software, integration of technology in the classroom that is based on the District's technology standards	K. Reed	7/02	7/03 7/04 7/05	7/05	