



TEACHING

LEADING

BELIEVING

# STRATEGIC PLAN 2023-27





## FROM THE DIRECTOR

As we navigate the new post pandemic reality together SASED's new strategic plan will serve as the guidebook for the next four years. Through this strategic plan SASED endeavors to meet the needs of its students, families, districts, and staff through ongoing, focused, efforts to maximize student outcomes.

Each priority area identified in the strategic plan: highly qualified staff and exemplary programs and services, communications and operations, was developed based on input from interviews, focus groups, surveys, and committee work. The data collected reflects SASED's continuous improvement journey incorporating both strengths and challenges for SASED into its strategic plan.

SASED's values of teaching, leading, and believing resonate throughout the plan. The addition of three value statements highlights SASED's commitment to diversity, equity, and inclusion throughout the organization. I look forward to celebrating together as we accomplish each indicator identified for measuring our success at achieving our goals.

Sincerely,  
Dr. Mindy McGuffin  
Executive Director, SASED

## MEMBER DISTRICTS

- Keeneyville School District 20
- Benjamin School District 25 West
- Chicago Elementary School District 33
- Winfield School District 34
- School District 45, DuPage County
- Salt Creek School District 48
- Downers Grove Grade School District 58
- Maercker District 60
- Cass School District 63
- Center Cass School District 66
- Woodridge School District 68
- DuPage HS District 88
- Community HS District 94
- Community HS District 99
- Community Consolidated School District 180
- Westmont Community Unit School District 201
- Lisle Community Unit School District 202
- Elmhurst Community Unit School District 205





# FROM THE CHAIR

I would like to thank the many individuals who provided input into the strategic plan through their participation in surveys, focus groups, and work groups. These collective efforts can be seen throughout the plan.

SASED's strategic plan recognizes both strengths and priorities for growth. With a focus on relationships and the established priority areas, this strategic plan will serve to maximize student outcomes while maintaining a focus on organizational efficiencies and established priorities.

For the next four years, the strategic plan will serve as a guiding document for the organization as it navigates change to meet the needs of SASED's students, families, member districts, staff, and other stakeholders.

Sincerely,

Dr. Matt Rich  
Chairperson



# BOARDS

District	Board of Control	Governing Board
Keeneyville SD 20	Terry Walloch Heather Weishaar ✓	Terry Walloch Heather Weishaar ✓
Benjamin SD 25	Jack Buscemi Dennis Peterson ✓	Jack Buscemi, Chairperson Dennis Peterson ✓
West Chicago Elem Sch 33	Dr. Kristina Davis* Rita Balgeman ✓	Tom Doyle Chad McLean ✓
Winfield SD 34	Dr. Matt Rich,* Chairperson Norm Bothwell ✓	Norm Bothwell Matt Tibble ✓
DuPage County SD 45	Dr. Anthony Palmisano,* Secretary Melissa Slinn ✓	Emily Shultz Melissa Slinn ✓
Salt Creek SD 48	Ray Kielminski James C Blair ✓	James C Blair, Vice-Chairperson Ray Kielminski ✓
Downers Grove SD 58	Emily Hanus Greg Harris ✓	Emily Hanus Greg Harris ✓
Maercker SD 60	Dr. Sean Nugent* Amy Sullivan ✓	Mary Satchwell Amy Sullivan ✓
Cass SD 63	Mark Cross* Lana Johnson ✓	Rinku Patel Kent Absalonsen ✓
Center Cass SD 66	Dr. Andrew Wise* Beth Bukey ✓	Liane Raso Beth Bukey ✓
Woodridge SD 68	Thomas Ruggio, Vice-Chairperson Dr. Patrick Broncato* ✓	Thomas Ruggio, Secretary Mike Toohey ✓
DuPage HS District 88	Dr. Jean Barbanente* Donna Craft Cain ✓	Donna Craft Cain Amy Finnegan ✓
Community HS District 94	Lynn Casey-Maher Katherine Doremus ✓	Katherine Doremus Lynn Casey-Maher ✓
Community HS District 99	Jaoanna Vazquez Drexler Dr. Nancy Kupka ✓	Jaoanna Vazquez Drexler Dr. Nancy Kupka ✓
Community Con. District 180	Dr. Tom Schneider* Krystle Vanterpool ✓	Krystle Vanterpool Nader Najjar ✓
Westmont CUSD 201	Leah Conover Kevin Marren ✓	Leah Conover Kevin Marren ✓
Lisle CUSD 202	Wendy Nadeau Steve Lesniak ✓	Steve Lesniak Wendy Nadeau ✓
Elmhurst CUSD 205	Beth Hosler Dr. Keisha Campbell *✓	Karen Stuefen Courtenae Trautmann ✓

\* Denotes superintendent

✓ Denotes alternate



# WHO WE ARE



## MISSION

Our mission is to maximize student outcomes



## VISION

Our vision is to be the innovative leader that inspires, creates and implements best practices in education for all

# VALUES



## TEACHING

- Is student centered, solution focused, and considers the unique identities of students that provides equity and inclusion
- Is data informed, standards-aligned, evidence based, rigorous, and high quality
- Prepares students to lead enriched and productive lives within their communities



## LEADING

- Through ongoing professional development to equip educators with best practice skills and competencies
- By influencing and implementing federal and state mandates for special and general education
- By being a resource for new research and initiatives in education
- Through partnerships which value the diversity and perspectives of stakeholders



## BELIEVING

- All students can learn
- Independence, dignity and equity are the rights of all
- To best serve students, we develop and sustain collaborative relationships

# STRATEGIC PLAN: How We Got Here

The Strategic Planning process provided a framework for decision making that built upon the shared vision and values held by the community. The three concrete phases empowered stakeholders with critical information and strategies to bring decisions into focus.

## ENGAGE THE COMMUNITY



## FOCUS AND PLAN FOR THE FUTURE



## IMPLEMENT AND EVALUATE IMPACT



- Planning meeting to further customize the process
- Individual interviews
- Focus groups
- Community survey
- Review of organizational performance data



- Mission
- Vision
- Core values
- Individual interviews
- Strategic priorities
- Strategic objectives



- Action plans that include: strategies, timelines, resources needed, responsible staff
- Strategic Indicators to measure progress of Strategic Plan
- Strategic dashboard to track and communicate Strategic Plan and progress



# STRATEGIC PLAN: **Timeline**

## ENGAGE

AUGUST 2022

Official launch and planning meeting

OCTOBER 2022

Focus groups

OCTOBER 2022

Online survey opened and closed

NOVEMBER 2022

Review mission, vision and guiding principles

JANUARY 2023

Present draft goals to stakeholders for feedback

FEBRUARY 2023

Convene work groups to develop implementation plans

JULY 2023

Launch and ongoing implementation and evaluation through June 2027

SEPTEMBER 2022

Individual interviews with Board Members and SASED administrators

NOVEMBER 2022

Review feedback and themes; distribute Findings Report

DECEMBER 2022

Draft goals and objectives

JANUARY 2023

Present draft at SASED Joint Board meeting

MARCH 2023

Adopt final Strategic Plan

## FOCUS

## IMPLEMENT



# KEY SURVEY RESULTS

## Strengths

The exceptional caliber of the teaching staff; they are caring, responsive, skilled, and great at their jobs

High level of commitment from member districts to use desired services

Highly responsive and collaborative to member districts when needs arise

Targeted special education programs and services are excellent and highly desired by member districts

Staff that is committed to the students supporting them to be successful

Excellent relationships with member districts that focus on high quality programs for students

Financially stable with fair and equitable fee structure

## Challenges

Recruiting and retaining high quality staff

Alignment of student and staff learning environment needs to rented spaces, and the need for a master classroom/facility plan

Continue to focus on communication targets on quality, frequency, and timeliness

Continue to review the financial model that all member districts can support

Inconsistent operating procedure and protocols

Provide new opportunities to member districts and have them participate in the design, development, implementation, and evaluation of these services

# OVERVIEW: Priority Areas



1



## High Quality Staffing

Goals are to recruit and retain employees through strategic actions

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2

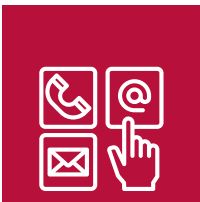


## Exemplary Programs and Services

Goals are to enhance access, equity and opportunity to programs and reduce opportunity gaps, provide training, needs assessment and other strategies

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3

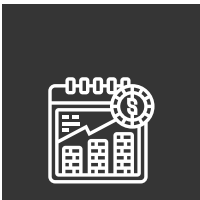


## Communications

Goals are to develop, implement and continually evaluate communications plans and create written procedures for all SASSED constituents

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4



## Operations

Maintain fiscal responsibility through investigating organizational efficiencies, updating procedures and billing structures and developing master facility plan

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# PRIORITY: High Quality Staffing

1



## High Quality Staffing

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**Goal 1 - Recruitment:** Enhance and implement a recruitment plan to market the organization through various methods

### Strategic Indicator

- Increase recruitment rates across all employee groups

### Strategic Objectives

- Monitor number of qualified applicants per vacancy

### Outcomes

- Measure fill rates per position and throughout the organization

### Timeline

- Annually
- 

**Goal 2 - Retention:** Enhance, expand and coordinate retention strategies for all employee groups

### Strategic Indicator

- Increase retention rates across all employee groups

### Strategic Objectives

- Retain current employees

### Outcomes

- Measure an increase in % of staff by job category returning to SASSED annually

### Timeline

- Annually

# PRIORITY: Exemplary Programs and Services

2



## Exemplary Programs and Services

**Goal 1** - Enhance access, equity, and opportunity to high-quality, innovative special education programs to member districts which:

- Increase educational achievement and functional performance
- Promote positive behavior and social emotional well-being
- Reduce opportunity gaps
- Prepare students for post-secondary transition

### Strategic Indicator

- Increased capacity to provide additional district students with access to SASSED programs
- Students accessing SASSED programs will have increased opportunities to participate in more inclusive settings and less restrictive programming

### Strategic Objectives

- Placement opportunities for students will increase
- Inclusion opportunities for students will increase

### Outcome

- Increase in % of district referrals resulting in placement
- Increase student participation in general education
- Increase enrollment in the secondary transition program
- Increase district and program admin understanding and satisfaction with SASSED services, placements, and collaborative processes

### Timeline

- March 2023 (annual review)
- Annually each spring



# PRIORITY: Exemplary Programs and Services

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## Goal 2 - Develop and implement a comprehensive staff development plan

### Strategic Indicator

- Implement annual differentiated professional learning plan for SASSED staff based on teacher practice data and input

### Strategic Objectives

- Improve and sustain staff practice

#### Outcome

- A higher percentage of staff indicate satisfaction with professional learning opportunities provided
- SASSED staff report professional learning needs are being addressed through professional learning survey
- Improvement in quarterly learning walkthrough data

#### Timeline

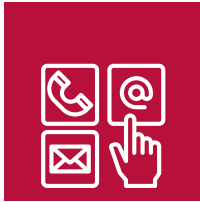
- 2026-2027





# PRIORITY: Communications

3



## Communications

**Goal 1** - Develop, implement, and routinely evaluate comprehensive communication plans to provide routine and emergency communications to all stakeholders

### Strategic Indicator

- Enhance and increase organizational comprehensive communication satisfaction. (i.e., updates, emergency, procedures, training) by an increase in stakeholder satisfaction and participation

### Strategic Objectives

- Provide new, user-friendly communication tools

### Outcomes

- Internal and external participants will report an increase in being satisfied or very satisfied on the communication survey items

### Timeline

- Year 1



# PRIORITY: Communications

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**Goal 2** - Create and enhance written guidance/procedures for students, parents, districts and staff

## Strategic Indicator

- Increase stakeholder ability to access and understand operational procedures

## Strategic Objectives

- Provide guidance and procedure documents for stakeholders

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### Outcome

- Increase in guidance and procedure documents available to stakeholders

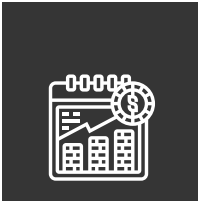
### Timeline

- Multi year initiative years 2-4



# PRIORITY: Operations

4



## Operations

### **Goal 1 - Maintain fiscal responsibility while streamlining business services**

#### **Strategic Indicator**

- Identify Revenue and Expense Efficiency
- Implement revised business services practices

#### **Strategic Objectives**

- SASSED will develop the annual budget concurrent with the tuition billing pilot for FY23-25 limited to the tax cap CPI
- Billing practices will be clearly identified for member districts

#### **Outcome**

- Provide monthly budget progress statement to Board
- Clarity in billing procedures and practices for items on the menu of services

#### **Timeline**

- Begin 2023-2024
- Multi-year initiative





# PRIORITY: Operations

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## Goal 2 - Determine Facility (infrastructure) Planning Strategies

### Strategic Indicator

- Expand provision of safe, supportive, inclusive, collaborative, technology infused learning environments

### Strategic Objectives

- SASSED will develop a Facilities Master Plan

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### Outcome

- Long term facilities plan aligned to mission and vision.

### Timeline

- Fall 2023



# ACKNOWLEDGEMENTS

## STRATEGIC PLAN PARTICIPANTS

### Interview Participants

#### Board Members

Beth Hosler - Elmhurst SD 205  
Leah Conover - Westmont SD 201  
Joanna Vazquez Drexler - CHSD 99  
Terry Walloch - Keeneyville SD 20  
Dr. Jean Barbanente - DuPage SD 88  
Tom Ruggio - Woodridge SD 68

#### SASED Administrators

Mindy McGuffin  
Sheila White  
Michele Capiro  
Tara Corral

### Focus Group Participants

#### District Superintendents

Dr. Henry Thiele - CHSD 99  
Dr. Frank Evans - Salt Creek SD 48  
Mark Cross - Cass SD 63  
Dr. Matt Rich - Winfield 34  
Dr. Omar Castillo - Keeneyville SD 20  
Dr. Moses Cheng - CHSD 94  
Dr. Jean Barbanente - DuPage SD 88

#### District Administrators

Rebecca Garretson - Winfield 34  
Julie Salamone - Benjamin SD 25  
Colleen Flores - Keeneyville SD 20  
Jennifer Sabourin - Salt Creek SD 48  
Lisa Bollow - CHSD 99  
Sean Rhoads - CCSD 66  
Anne Bowers - Woodridge SD 68  
Jennifer Law - Lisle SD 202



#### District Business Admin/CSBO's

Sue Caddy - Maercker SD 60  
David Wilkinson - Lisle SD 202  
Natalie Principe - Benjamin SD 25  
Edward Noster - DuPage SD 88

#### SASED Parents (via Zoom)

Suzanne Hirschboek  
Jill Lansu  
Michele Alms  
Cristina Stanilla  
Adriana Kuropas

#### SASED Central Office

Martha Long  
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Diana Connolly  
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Michelle Whitfield  
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# ACKNOWLEDGEMENTS

## STRATEGIC PLAN PARTICIPANTS

### **SASED Admin/Directors and Program Admin/Coordinators**

Matthew Layton  
Amy McKee  
Christine Martin  
Julie Grohn  
Kati Curby

### **SASED Staff**

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Claire Smith  
Kristina Murphy  
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Tammy Marson  
Steve Erzig  
Abigail Kaufman  
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Senga Lowe  
Chris Miller  
Dana Gerus

### **SASED Steering Committee**

Shannon Bohnert  
Lauren Johnson  
Michele Capio  
Ashley Austin  
Rachel Bell  
Matthew Layton  
Laura Provancal  
Laura Zacharski  
Sherilyn Genin  
Kristine Chaplin  
Jennifer Kirkpatrick  
Christine Martin



## PRIORITY AREA PLANNING COMMITTEE

Anna Bahramis - Elmhurst SD 205  
Shannon Bohnert - SASED  
Diana Brown - DuPage SD 45  
Michele Capio - SASED  
Laura Capparelli - SASED  
Kristine Chaplin - SASED  
Tara Corral - SASED  
Robin Cox - SASED  
Kati Curby - SASED  
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Christine Miller - SASED  
Michelle Misch - SASED  
Kirstin Peahl - SASED  
Jeannine Peters - SASED  
Laura Provancal - SASED  
Jessica Stewart - Downers Grove 58  
Sheila White - SASED  
Laura Zacharski - SASED

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Lead Associate Dr. Brian  
Harris, Focus Group  
Facilitator Rebecca Burger,  
LCSW and Project Support  
Dr. Laurie Kimbrel.



# Teaching Leading Believing



## Contact

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