

Sparta District 140 Living the Strategic Plan Progress Report September 10, 2026



Mission
Every Student Counts.
Every Moment Matters.

Vision
Sparta CUSD #140 will create a learning
environment that inspires every student
to find their pathway to success.

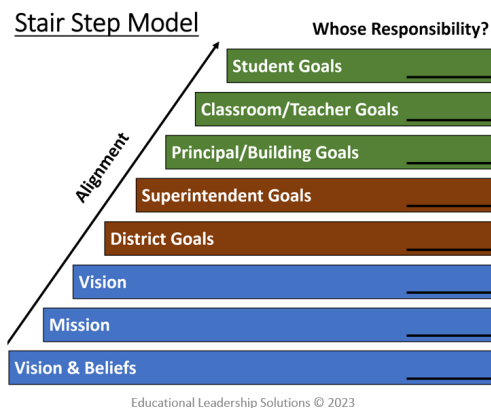
Living the Strategic Plan Guiding Questions

- What actions do we need to take to hopefully achieve our strategic plan goals?
- What measure(s) will we use to monitor progress?
- How often will we share an update on our progress?
- What data are we currently using to measure success or progress?
- How can we make Living the Strategic Plan part of our daily work?
- Can we use current measures that are trusted, manageable, functional, and repeatable?
- If any, what additional measures and tools do we need to consider and/or develop to properly report progress on our strategic goals?



Living the Strategic Plan

- Board monitors and holds Superintendent accountable for reaching the strategic plan goals.
- Superintendent facilitates and holds staff accountable for implementing, monitoring, and reporting progress on actions steps and measures.



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**Note: This is a working document that provides guidance for the Strategic Plan Goal Leaders.
The administrative team will provide updates annually and/or when changes are made.**

Core Values

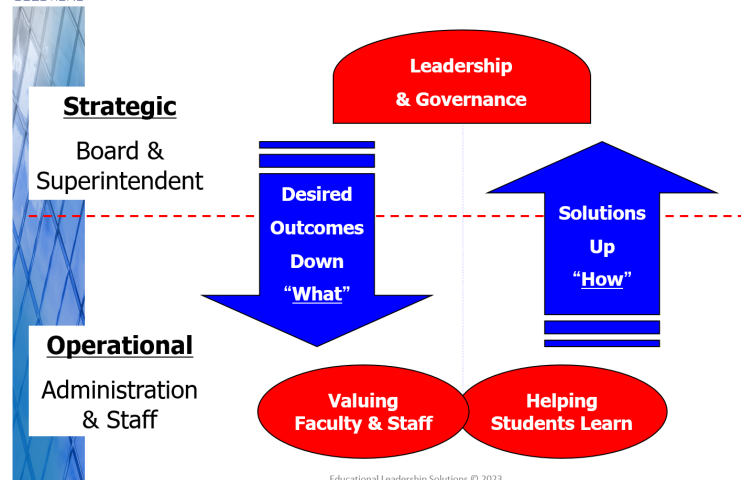
- We value the **emotional and physical safety** of all individuals.
- We cultivate an environment that facilitates students' **personal growth**.
- We value **fairness and respect** to protect equality for our community as a whole.
- We value respect by going beyond simply being polite. Respect means treating all students, peers, employees, and stakeholders with **dignity and worth**—no matter their background, position, or opinions.
- We value diversity by actively **understanding and empathizing** with the experiences and challenges of others, without judgment or assumptions.
- We believe that **team collaboration** is vital to promote a lifetime of success.
- We value the pursuit of knowledge in order to create a **rigorous curriculum** that meets the diverse needs of our learners.
- We believe in **creating opportunities** for students to work toward success. We value and **recognize all achievements**, big and small.
- We believe in **investing in our community**.
- We strive to **understand the diversity** in our community.
- We **value communication** between our communities, our families, and our schools.
- We **value responsibility** by consistently demonstrating integrity through actions, not just words. Taking ownership of commitments, delivering high-quality work, and standing accountable when things don't go as planned. Upholding the value creates an environment of mutual support and shared success.

Goals

- Academic Achievement:** Consistently deliver high-quality instruction through aligned curriculum and promoting student growth. Champion multiple pathways to college and career readiness for students.
- Personnel:** Recruit, retain, and support high-quality staff committed to Sparta CUSD #140.
- Technology:** Technology acquired by the District will conform to standards that best meet student and staff needs. Students will have meaningful opportunities to safely engage with technology.
- Finance:** Maintain a strong and responsible fiscal position.
- Facilities:** Provide safe, well-maintained facilities that are conducive to learning and extra-curricular activities.
- Communications:** Provide regular, clear communication.
- Safety:** Provide a safe learning environment for students and staff.



Systems Approach to School/District Improvement



Action Steps & Measures Performance Legend	Completed	On Schedule	In Progress	Delayed	Not Applicable
					N/A
The action steps and measures for each strategic plan goal should be considered in their totality. The district will have met the specific goal when all of the action steps and targeted measures for each strategic plan goal have been realized.					

Goal 1a: Academic Achievement
(Goal Leader: Lynda Loesing)

Strategic Plan Goal 1a. Consistently deliver high-quality instruction through aligned curriculum and promoting student growth.
Strategic Plan Goal 1b: Champion multiple pathways to college and career readiness for students.

Action Steps		Reporting Year					Progress Comments
		2024-25	2025-26	2026-27	2027-28	2028-29	
1a.1	• Create draft definition of “high-quality instruction”.						•
1a.2	• Complete research on best instructional practices based on Cycles of Inquiry (decision making cycle).						•
1a.3	• Seek input and feedback from certified employees on draft definition of “high-quality instruction”.						•
1a.4	• Create final definition of “high-quality instruction”.						• Instructional Vision
1a.5	• Continue work with Math and Reading consultants to support implementation of K-8 high-quality instruction and instructional delivery.						• ongoing
1a.6	• Expand K-8 use of NWEA and Illinois Assessment of Readiness (IAR) data to better inform instructional practices and response to student learning needs.						• Ongoing; New NWEA RIT Scores out 2025; New IAR cut scores Fall 2025
1a.7	• Develop a draft curriculum review cycle (i.e., review of content specific resources).						• Ongoing; K-8 math SY25-26, K-3 Foundations SY23-24, 3-8 ELA implementation in progress SY26-27

Goal 1a: Academic Achievement
(Goal Leader: Lynda Loesing)

Strategic Plan Goal 1a. Consistently deliver high-quality instruction through aligned curriculum and promoting student growth.
Strategic Plan Goal 1b: Champion multiple pathways to college and career readiness for students.

Action Steps		Reporting Year					Progress Comments
		2024-25	2025-26	2026-27	2027-28	2028-29	
1a.8	• Develop and implement a K-8 cycle of data review and analysis system for effectively accessing and using NWEA and IAR data.		?	✓			•
1a.9	• Establish K-8 NWEA growth goals (e.g., percent of students meeting projected growth) and IAR achievement goals (e.g., percent of students meeting or exceeding standards).		?	✓			•
1a.10	• Implement a standardized K-8 Multi-Tiered System of Support (MTSS) review and referral process at each elementary school.		?	+			• ongoing
1a.11	• Finalize K-8 curriculum review cycle.			✓			•
1a.12	• Create a K-8 process and timeline for sharing student achievement and growth results.		?				•
1a.13	• Implement K-8 curriculum review cycle.			✓			•
1a.14	• Review K-8 action steps and progress to determine necessary adjustments and desired additions.			?			•

Action Steps		Reporting Year					Progress Comments
		2024-25	2025-26	2026-27	2027-28	2028-29	
1a.15	Continue to improve and implement high school content specific resources to meet the learning needs of all students.			?			•
1a.16	Complete research on high school best instructional practices based on Cycles of Inquiry or selected decision-making cycle.			?			•
1a.17	Determine high school content specific assessments that will be used to monitor student achievement and growth.			?			•
1a.18	Develop and implement a high school cycle of review and data analysis system for effectively accessing and using the chosen content specific assessments.		?	?			•
1a.19	Establish high school growth and achievement goals (e.g., percent of students meeting projected growth, percent of students meeting or exceeding standards).			?			•
1a.20	Implement a standardized high school Multi-Tiered System of Support (MTSS) review and referral.			?			•
1a.21	Create a high school process and timeline for sharing student achievement and growth results.			?			•
1a.22	Review high school action steps and progress to determine necessary adjustments and desired additions.			?			•

Action Steps & Measures Performance Legend	Completed	On Schedule	In Progress	Delayed	Not Applicable
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Goal 1b: Academic Achievement
(Goal Leader: Jackie Smith)

Strategic Plan Goal 1a. Consistently deliver high-quality instruction through aligned curriculum and promoting student growth.

Strategic Plan Goal 1b: Champion multiple pathways to college and career readiness for students.

Action Steps		Reporting Year					Progress Comments
		2024-25	2025-26	2026-27	2027-28	2028-29	
1b.1	Establish and implement district guidelines for the use of the Teacher Vacancy Grant (TVG).						Completed in May 2024; Teacher Vacancy grant brought in Grow Your Own program and Dual Credit tuition reimbursement.
1b.2	Continue use of Teacher Vacancy Grant (TVG) to support teachers in getting a Master's degree in a district desired content area.						Last year of 3 year pilot program with Teacher Vacancy Grant.
1b.3	Partner with Southwest Illinois College (SWIC) and/or other agencies to expand dual credit opportunities.						SWIC – dual credit; SIUC – dual enrollment
1b.4	Establish relationships with universities who can place student teachers at Sparta.						4 student teachers in SY 25-26; 4 student teachers/interns in SY 26-27
1b.5	Implement practices that improve Sparta's ability to recruit and retain staff with a Master's degree in district desired content areas.						
1b.6	Research and develop college and career readiness pathways that fulfill the Illinois PaCE: Postsecondary and Career Expectations.						
1b.7	Determine necessary resources to fully implement chosen college and career readiness pathways (e.g., personnel, course(s), communication, funding, etc.).						

Goal 1b: Academic Achievement
(Goal Leader: Jackie Smith)

Strategic Plan Goal 1a. Consistently deliver high-quality instruction through aligned curriculum and promoting student growth.
Strategic Plan Goal 1b: Champion multiple pathways to college and career readiness for students.

Action Steps		Reporting Year					Progress Comments
		2024-25	2025-26	2026-27	2027-28	2028-29	
1b.8	• Recommend Sparta's college and career pathways.		?				•
1b.9	• Review/refine current college and career pathways.			?			•
1b.10	• Explore and implement reasonable methods to communicate with graduates with the goal of collecting robust and accurate data that can be used to improve offerings for current students.			?			•
1b.11	• Review current course offerings to determine relevance and alignment to available college and career pathways.			+			•
1b.12	• Finalize recommended course offerings.			+			•
1b.13	• Finalize planning and fully implement updated course offerings.		+				•
1b.14	• Review and revise course offerings and available college and career pathways.	+					•
1b.15	• Finalize and implement subsequent year course offerings and Sparta's college and career pathways.	+					•

Action Steps & Measures Performance Legend	Completed	On Schedule	In Progress	Delayed	Not Applicable
					N/A
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Goal 2: Personnel
(Goal Leader: Kelly Carpenter)

Strategic Plan Goal 2: Recruit, retain, and support high-quality staff committed to Sparta CUSD #140.

Action Steps		Reporting Year					Progress Comments
		2024-25	2025-26	2026-27	2027-28	2028-29	
2.1	Research district wide options for expanding use of Frontline add-ons and/or other tools to improve access to candidates and efficiency of managing the hiring process (e.g., application process, filling substitute openings, hiring process, etc.).						Streamlined hiring process and getting job postings out to wider group.
2.2	Administer Staff Needs Assessment Survey.						
2.3	Create updated draft job descriptions for certified and non-certified positions that include district common practices and responsibilities.						
2.4	Share job descriptions with Sparta Education Associate (SEA) on draft job descriptions.						
2.5	Finalize job descriptions, share with employees, and use when posting open positions.						
2.6	Review and possibly expand the “Sparta Grow Your Own Program”.						
2.7	Implement district wide recommendations to improve access to candidates and efficiency of managing the hiring process.						
2.8	Consider the development of an exit interview questionnaire/survey for all non-returning staff.						

Goal 2: Personnel
(Goal Leader: Kelly Carpenter)

Strategic Plan Goal 2: Recruit, retain, and support high-quality staff committed to Sparta CUSD #140.

Action Steps		Reporting Year					Progress Comments
		2024-25	2025-26	2026-27	2027-28	2028-29	
2.9	Develop staff survey to determine areas of needed support (e.g., professional development on district specific initiatives, resources, Adult SEL support, etc.).		✓				•
2.10	Survey staff annually to determine areas of needed support (e.g., professional development on district specific initiatives, resources, Adult SEL support, etc.).		✓				•
2.11	Research best practices, create and implement a Sparta Employee SEL Program that focuses on the needs of employees.	+					•
2.12	- Expand and implement a comprehensive teacher mentor program for new Sparta teachers that focuses on: - Common Practices - Instructional, Curriculum, and Performance Expectations - District Policies		✓	✓			25-26 SY implemented districtwide, 24-25 Pilot year at SLS

Action Steps & Measures Performance Legend	Completed	On Schedule	In Progress	Delayed	Not Applicable
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Goal 3a: Technology (Goal Leader: Chris Miesner)							
Strategic Plan Goal 3a: Technology acquired by the District will conform to standards that best meet student and staff needs. Strategic Plan Goal 3b: Students will have meaningful opportunities to safely engage with technology.							
Action Steps		Reporting Year					Progress Comments
		2024-25	2025-26	2026-27	2027-28	2028-29	
3.1	Review current communication and technology needs that includes but may not be limited to device replacement/rotation, camera systems, phone systems, wireless technology solutions, and servers.						Ongoing
3.2	Finalize current communication and technology needs recommendations.						
3.3	Prepare funding recommendations to accomplish current communication and technology needs recommendations.						Ongoing based on technology needs

Goal 3a: Technology
(Goal Leader: Chris Miesner)

Strategic Plan Goal 3a: Technology acquired by the District will conform to standards that best meet student and staff needs.
Strategic Plan Goal 3b: Students will have meaningful opportunities to safely engage with technology.

Action Steps		Reporting Year					Progress Comments
		2024-25	2025-26	2026-27	2027-28	2028-29	
3.4	• Convene a standing District Technology Team (DTT) that will focus on three topics: educational technology, device/hardware/infrastructure, and professional development. ○ Educational Technology = classroom technology and software needed to achieve desired instructional and learning goals. ○ Device/Hardware/Infrastructure = devices needed to achieve desired instructional, learning goals, and administrative work (administrators, support staff, and teachers); servers, networking equipment (switches, Wi-Fi, etc.). ○ Professional Development = training necessary for end users to successfully access and utilize chosen software, hardware, and desired instructional practices.						•
3.5	• Prepare a draft list of: ○ standards that best meet student and staff needs. ○ meaningful opportunities for students to safely engage with technology.						•
3.6	• Conduct a process that results in a common understanding of what the district considers to be the: ○ standards that best meet student and staff needs. ○ meaningful opportunities for students to safely engage with technology.						•
3.7	• Prepare a final list of: ○ standards that best meet student and staff needs. ○ meaningful opportunities for students to safely engage with technology.						•

Goal 3a: Technology
(Goal Leader: Chris Miesner)

Strategic Plan Goal 3a: Technology acquired by the District will conform to standards that best meet student and staff needs.
Strategic Plan Goal 3b: Students will have meaningful opportunities to safely engage with technology.

Action Steps		Reporting Year					Progress Comments
		2024-25	2025-26	2026-27	2027-28	2028-29	
3.8	- Create a draft District Technology Plan that addresses current needs (1-3 years) and desired goals (3+ years) in the areas of Educational Technology and Device/Hardware/Infrastructure. This plan will include but may not be limited to: 1-3 Years - Rotation/Replacement of current devices/hardware (e.g., Chromebooks, laptops, iPads, camera systems, phone systems, wireless technology, and servers). 3+ Years - Software and hardware needed to implement and achieve standards that best meet student and staff needs and meaningful opportunities for students to safely engage with technology.	?	?	?			•
3.9	Seek draft District Technology Plan input and feedback from employees and the Board of Education.						•
3.10	Create a final District Technology Plan.						•
3.11	Annual update of District Technology Plan.						•

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					N/A
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Goal 4: Finance (Goal Leader: Chris Miesner / Tina Witherby)							
Strategic Plan Goal 4: Maintain a strong and responsible fiscal position.							
Action Steps		Reporting Year					Progress Comments
		2024-25	2025-26	2026-27	2027-28	2028-29	
4.1	Prepare an annual budget that maintains the district's ISBE Financial Profile Rating at the Recognition level.						•
4.2	Complete Annual Financial Report.						•
4.3	Develop a Sparta 140 Budget 101 training document for employees, Board of Education, and interested community members.						•
4.4	Update and present an analysis of current district debt/bonds and prepare short and long-term recommendations that allow the district to maximize use of debt/bonds while maintaining the district's financial status.						•

Goal 4: Finance

(Goal Leader: Chris Miesner / Tina Witherby)

Strategic Plan Goal 4: Maintain a strong and responsible fiscal position.

Action Steps		Reporting Year					Progress Comments
		2024-25	2025-26	2026-27	2027-28	2028-29	
4.5	- Review current fiscal practices and continue or implement practices that promote transparency and maximize resources including but not limited to: - A cash on hand or fund balance to annual expenditure policy that meets the Board's desired goals. - An annual budget/levy cycle document that can be presented to employees and community members. - An investment strategy that aligns with legal requirements while maximizing return on short and long-term investments.	+	+				•
4.6	Meet with each Strategic Plan Goal Leader to identify cost estimates to accomplish their respective action steps.		?	?			•
4.7	- Complete a Staffing Analysis and Facility Utilization Study to determine current and future needs in the areas of: - Certified and Non-Certified Employees - Facility Utilization - Administrative support		+				•
4.8	Prepare a final Staffing Analysis and Facility Utilization Report.		+				Presented to school board March 2026; Committee formed for further review Summer 2026
4.9	Seek additional grant funding opportunities and prepare recommendations.	?	?				ongoing

Action Steps & Measures Performance Legend	Completed	On Schedule	In Progress	Delayed	Not Applicable
					N/A
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Goal 5: Facilities (Goal Leader: Tracy Smith)							
Strategic Plan Goal 5: Provide safe, well-maintained facilities that are conducive to learning and extra-curricular activities.							
Action Steps		Reporting Year					Progress Comments
		2024-25	2025-26	2026-27	2027-28	2028-29	
5.1	Finalize design for new ADA compliant playground and play surface at SLS.						
5.2	Recommend final timeline for installation of new ADA compliant playground.						Installation complete Fall 2025
5.3	- Prepare for and complete currently identified facility improvements that include, but may not be limited to: - New roofs at all 3 buildings. - Solar panel arrays at all 3 facilities.						Installation complete December 2025
5.4	Conduct life-safety analysis of all facilities and grounds (e.g., roofs, HVAC systems, parking lots, etc.).						EAC pending completion; SHS to be completed SY 26-27
5.5	Submit life-safety report to ISBE.						Completed SLS December 2024
5.6	Include required and desired life safety and facility improvements in annual budget.						

Goal 5: Facilities
(Goal Leader: Tracy Smith)

Strategic Plan Goal 5: Provide safe, well-maintained facilities that are conducive to learning and extra-curricular activities.

Action Steps		Reporting Year					Progress Comments
		2024-25	2025-26	2026-27	2027-28	2028-29	
5.7	- Develop a draft Master Facilities Plan that includes: - Life safety projects, - Desired facility improvements, - Final recommendations from safety analysis (see action step 7.6), - Review of major systems (e.g., HVAC, roofs, parking lots, etc.), - Facility utilization goals from action step 4.8, and - Short and long-term facility usage and operations needs.	?	?	?			- Rough draft completed in Spring 2025; working on adding cost estimates and approx. dates of projects. - GRP prepared a draft of projects to scope over the next 2, 5, and 10 years. School Board building committee is assessing the document to finalize timeline of projects.
5.8	Present draft Master Facilities Plan to Board of Education.						
5.9	Prepare final Master Facilities Plan.						
5.10	Implement and review Master Facilities Plan						

Action Steps & Measures Performance Legend	Completed	On Schedule	In Progress	Delayed	Not Applicable
					N/A
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Goal 6: Communication
(Goal Leader: Kelly Carpenter)

Strategic Plan Goal 6: Provide regular, clear communication.

Action Steps		Reporting Year					Progress Comments
		2024-25	2025-26	2026-27	2027-28	2028-29	
6.1	• Research available communication software/systems.						•
6.2	• Select district preferred communication solution.						•
6.3	• Conduct soft implementation of Connect / School Status (formerly ClassTag).						•
6.4	• Full Implementation of Connect as district communication solution.						•
6.5	• Collect and review baseline Connect / School Status usage data.						•
6.6	• Survey staff to gauge if training is needed and/or why some may not be using Connect / School Status or any tool						•
6.7	• Collect baseline data from parents to determine effectiveness of using Connect / School Status as the exclusive communication tool.						•
6.8	• Research and implement chosen solutions for communicating the “Sparta 140 story” with staff, parents and community (e.g., Paw Print, vendor, etc.).						•

Goal 6: Communication
(Goal Leader: Kelly Carpenter)

Strategic Plan Goal 6: Provide regular, clear communication.

Action Steps		Reporting Year					Progress Comments
		2024-25	2025-26	2026-27	2027-28	2028-29	
6.9	Implement warranted recommendations to expand use of Connect / School Status and address parent input.						•
6.10	Collect annual end of year data regarding actual staff usage of tool.						•
6.11	Collect end of year data from parents to gauge if tool is maximizing communication						•
6.12	Develop and implement annual warranted recommendations to continue use of or to improve use of district selected communication tool.						• Ongoing

Action Steps & Measures Performance Legend	Completed	On Schedule	In Progress	Delayed	Not Applicable
					N/A
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Goal 7: Safety (Goal Leader: Lynda Loesing / Tracy Smith)							
Strategic Plan Goal 7: Provide a safe learning environment for students and staff.							
Action Steps		Reporting Year					Progress Comments
		2024-25	2025-26	2026-27	2027-28	2028-29	
7.1	Review School Resource Officer needs and determine recommendations for onsite support in schools.						•
7.2	Finalize warranted recommendations regarding School Resource Officer needs.						•
7.3	Convene a school level “School Safety Team” that is responsible for reviewing current and desired safety practices and making warranted recommendations to the Superintendent.						•
7.4	- Conduct a safety analysis of all facilities and grounds that includes but may not be limited to: ○ School vestibules, ○ AEDs, ○ Best practices resources (e.g., emergency kits for each classroom, stop the bleed kits, etc.), ○ Camera systems and software (see action step 3.2), ○ Radio/communication systems (see action step 3.2), and ○ School intercoms.						• Always ongoing
7.5	Prepare draft recommendations that address needs identified in the completed safety analysis.						•

Goal 7: Safety

(Goal Leader: Lynda Loesing / Tracy Smith)

Strategic Plan Goal 7: Provide a safe learning environment for students and staff.

Action Steps		Reporting Year					Progress Comments
		2024-25	2025-26	2026-27	2027-28	2028-29	
7.6	Prepare final recommendations that address needs identified in the completed safety analysis.			+			•
7.7	Review and update Sparta Safety Plan to ensure compliance with safety best practices and legal requirements.		+				• Work completed with safety team
7.8	Complete Threat Assessment Document.		?	?			• Working with local law enforcement
7.9	Develop user friendly crisis and safety protocol resources/tools/documents that are role-specific (e.g., classroom teacher, playground supervisor, administrator, custodian, office staff, etc.).			✓			•
7.10	Review Sparta Safety Plan and develop warranted recommendations.			?			•
7.11	Plan for and implement warranted Sparta Safety Plan recommendations.			?			•