

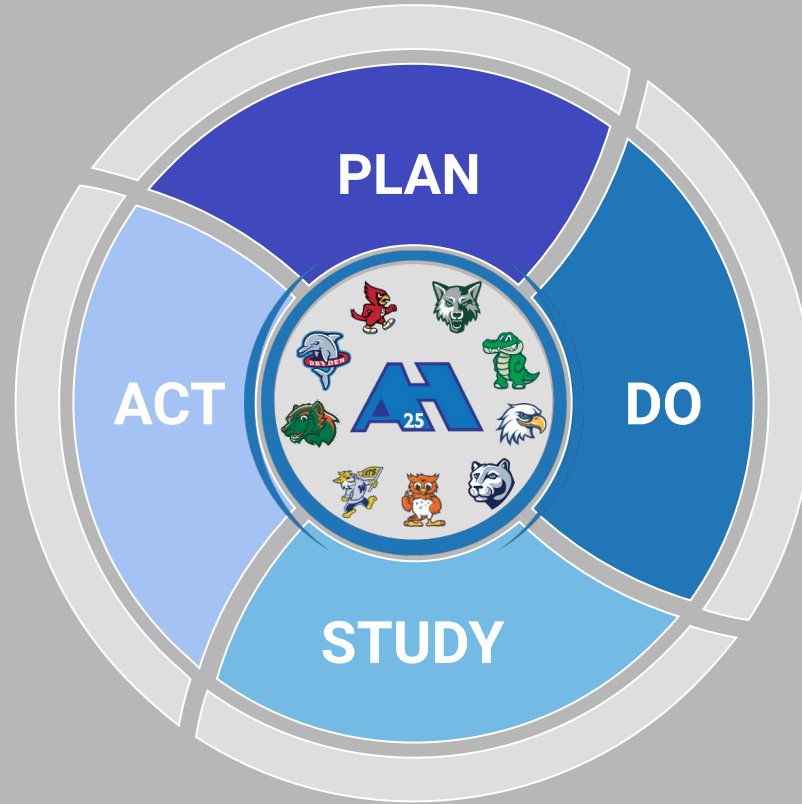
D25 Strategic Plan

Student Achievement
Learning Environment
Stewardship of Resources
High-Quality Staff
Family & Community

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TOGETHER TODAY TO TRANSFORM TOMORROW!



Empower an inclusive, diverse community of learners to innovate and thrive as global citizens.

OUR VISION

Cultivate a personalized environment of excellence that prepares every learner, every day, for a better tomorrow by:

Building the knowledge, skills and attitudes of learners to be successful, contributing citizens of a global society.

Developing resilience and perseverance in learners to problem-solve and co-create their learning.

Embracing individuality and modeling empathy in an inclusive environment.

Promoting learner confidence, courage, growth mindset and well-being.

Fostering collaboration, voice and engagement with and among staff, families and our communities to partner in ensuring each learner's continuous improvement.

Ensuring equity of resources, access and opportunities for all learners and staff to learn, work and succeed.

OUR VALUES

The following core values will guide our behaviors and actions:

Compassion & Empathy

Inclusivity & Diversity

Equity & Social Justice

Innovation & Creativity

Collaboration & Communication

Resilience & Perseverance

STUDENT ACHIEVEMENT GOAL:

Refine and extend instructional practices, programs and services to ensure all learners are academically ready for high school and beyond.



Strategies that need attention to achieve this goal at a higher level.

Refine and expand our continuum of services to **better meet the needs of all students and close performance gaps for identified student subgroups.**

Ensure high student engagement and ownership of their learning through hands on, authentic, real-life learning opportunities and innovative teaching practices.

Student Achievement



Action Team Input

1. Increase inclusive practices
2. Develop an assessment plan that encompasses qualitative and quantitative data/information
3. Increase teacher competencies to meet the needs of all learners
4. Implement consistent intervention and support across all district schools

Student Achievement



DO - Staff Action Steps

- Using Spring 2022 as a baseline, and based on the local growth model, in the AHSD25 Overall Summary, increase the percentage of students, including those in identified subgroups, who meet or exceed expected growth in reading and math, measured at the end of each spring testing cycle.
- Expand differentiated instructional practices and learning opportunities to meet the diverse cultural and learning needs of our students and ensure high student engagement, as evidenced by achieving 100% teacher professional development participation rates and 100% agree/strongly agree evaluation feedback data in the *ISBE Evaluation for Workshop, Conference, Seminar, Etc.* - ISBE 77-21A (8/21) beginning with the 2022-2023 school year.
- Using the Spring 2022 Academic Return on Investment (ROI) analysis, refine the district-wide Multi-Tiered System of Support (MTSS) framework to integrate, align, and organize a continuum of academic, behavioral, and social emotional support in each school. Demonstrate an increased ROI each spring through 2025.

**Academic Return on Investment analysis provided by Education Consulting Research Analytics (ECRA) Group*

Student Achievement



DO - Staff Action Steps

- Decrease the performance gap for identified student subgroups and the “all student” population, as evidenced by the IAR results on the fall 2022 school report card and each fall report card through 2025.
- Using Spring 2022 as a baseline, elevate student college and career readiness, as evidenced by the increased percentage of D25 students participating in 9th grade Advanced Placement (AP) coursework each spring through 2025.
- Using the *5Essentials Survey* 2022 administration as a baseline, demonstrate increased student satisfaction with the engagement level of their instruction each year through 2025.

LEARNING ENVIRONMENT GOAL:

Cultivate a healthy climate and culture that creates conditions and supports to meet the needs of all learners.



Strategies that need attention to achieve this goal at a higher level.

Address the growing **social, emotional and mental health needs of our students, families, and staff.**

Foster a sense of belonging, mutual understanding and competence to address **diversity, equity, social justice, racism and inclusion in our everyday practices.**

Learning Environment



Action Team Input

1. Develop a “Welcome New Families” program
2. Promote safety and equity for all
3. Increase the continuity of programming and resources allocations across buildings
4. Promote all students being educated in their home schools

Learning Environment



DO - Staff Action Steps

- Increase the capacity of all staff to embed Social Emotional Learning into instruction across content areas, and proactively respond to student needs, as evidence by achieving 100% teacher professional development participation rates and 100% meets/exceeds evaluation feedback data in the ISBE Evaluation for Workshop, Conference, Seminar, Etc. - ISBE 77-21A (8/21) beginning with the 2022-2023 school year.
- Utilize the 2022 DESSA assessment as a baseline to determine the social, emotional and mental health needs of students. Readminister at least annually to demonstrate the decreasing need as the implementation of RULER increases.
- Develop and refine processes that ensure a culture of belonging to address diversity, equity, and inclusion as measured by newly created 2022 student and staff DEI survey results and participation data. Readminister each winter through 2025.

Learning Environment



DO - Staff Action Steps

- In the fall of 2022, NSSEO will conduct an audit of D25's programming for special education to include:
 - Satisfaction survey of families of students with IEPs
 - The extent to which D25 is educating students in the Least Restrictive Environment in students home schools
 - The extent to which D25 is utilizing inclusive practices across all schools
 - Is D25 including parents in the decision making process for determining educational placements of students with IEPs
 - Does D25 implement an appropriate process for determining special education eligibility
 - How does D25 compare to area districts with implementing inclusive practices
- Utilize the NSSEO audit data to determine changes needed to increase family satisfaction of inclusive practices as demonstrated on annual satisfaction survey given to families of students with IEPs.

STEWARDSHIP OF RESOURCES GOAL:

Demonstrate stewardship by allocating resources effectively and equitably.

Strategies that need attention to achieve this goal at a higher level.



Address time, space and aging facilities to ensure an optimal learning and teaching environment.

Explore and develop new **financial strategies to respond to the changing nature of school funding and projections** to continue to offer equitable, high-quality programs and services to our students and families.

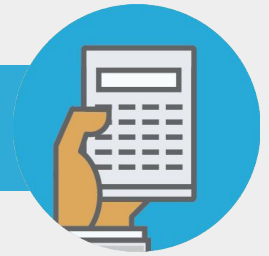
Stewardship of Resources



Action Team Input

1. Extend use of DSEB to fund capital projects to maintain facilities
2. Ensure investments are forward looking, not just replacing what we have
 - a. Technology
 - b. Furniture
 - c. Building Improvements
3. Consider ROI when making financial decisions
 - a. Cost vs academic impact
 - b. What experiences are kids getting or losing
 - c. Staff support and feel supported
 - d. Initial investment vs long term cost
4. Allocate resources to allow for diversity in opportunities to address spectrum of student needs

Stewardship of Resources



DO - Staff Action Steps

1. Utilize Spring 2022 ECRA process for determining ROI of instructional programs (EL, Spec Ed, Intervention, Advanced Math, Advanced Reading)
 - a. Develop list of priorities for program/services in terms of investment of financial resources
 - b. Survey stakeholders regarding student needs that aren't being allocated resources
 - c. Develop dashboard for district website on key financial indicators
 - d. Work with Departments on resource needs and reallocations. Continue to bring recommendations to the board for consideration on any resource investments that can't be incorporated into the existing budget
2. MEASURE current technology and furniture throughout the district and suggest a plan for updating each.
 - a. Survey stakeholders regarding 1:1 technology use vs impact
 - b. Determine % of technology and furniture that is approaching "end of life cycle"
3. Maintain fund balance to next year expenditure ratio of 40-60%
4. Create a document that shows each goal and how the Stewardship area supports each goal
5. Develop plan to fund capital projects plan long-term (\$6M/yr), including maintaining DSEB tax rate at current level beyond 2031 (i.e. sell bonds to finance capital project plan)

HIGH-QUALITY STAFF GOAL:

Attract, develop, and retain diverse, high-quality, innovative employees.

Strategies that need attention to achieve this goal at a higher level.

Improve policies, procedures and hiring practices with our employees **to enhance internal relationships, trust, respect, commitment, collaboration, communication and satisfaction.**

Refine and extend data collection, analysis, progress monitoring and reporting to **promote continuous improvement at all levels of the system.**



High-Quality Staff



Action Team Input

1. Define the High-Quality Staff Goal statement (Attract, develop, and retain diverse, high-quality, innovative employees.) as a SMART goal
2. Develop an inclusive culture focusing on staff development
3. Leadership training on building inclusive cultures and staff choice in professional development opportunities (personal & professional)
4. Incorporate inclusive staff behavior assessment (using National Standards as a guide) through performance evaluations (effort/accountability measure)
5. Competitive salaries and incentives to attract and retain staff

High-Quality Staff



DO - Staff Action Steps

1. Increase the percentage of employees who exhibit higher satisfaction and engagement levels using the Humanex Ventures Cultural Assessment Index from October 2019 at 81.61%. (FOCUS: Retain High-Quality Staff; DATA: Humanex) through annual implementation of the index.
2. Implement a hiring committee audit for all positions hired in District 25 to increase the diversity of those participating on the selection committee. (BASELINE: Using the 2021-2022 hiring committees as a baseline percentage we will increase from Spring 2022 of XX% to XX% by Spring 2023) (FOCUS: Attract Diverse Candidates; DATA: Interview Team Audit)
3. Increase the number of face-to-face connections between supervisors and direct reports focused on student achievement to increase communication and support as measured by Humanex Ventures Cultural Assessment Index (questions 65,28,40,9,31) from October 2019 at XX% to XX% in Spring 2023. (FOCUS: Develop Employees; DATA: Humanex)
4. Increase the “Effective Leaders” and “Collaborative Teacher” score on Humanex Ventures Cultural Assessment Index to engage all stakeholders in communication, collaboration, and continuous improvement through the use of collaborative practices. (FOCUS: Innovative Employees; DATA: Humanex)

FAMILY & COMMUNITY GOAL:

Strengthen family and community relationships to enhance learning, teaching, and partnerships.



Strategies that need attention to achieve this goal at a higher level.

Improve classroom, school and district connections, collaboration, and communication with our families and community to **enhance external relationships, trust, respect, commitment, engagement and satisfaction.**

Develop **effective partnerships with community agencies, higher education and District 214.**

Family & Community



Action Team Input

1. Create regular and authentic partnerships for wrap-around supports
2. Create space for people across all schools to share their cultures
3. Provide community level support for mental health
4. Educate all about major current events and news
5. Establish parent learning groups with various categories

Family & Community



DO - Staff Action Steps

- Administer community survey. Measure growth in positive responses using Spring 2022 as a baseline
 - Spring 2022, Winter 2023, Winter 2024, Winter 2025;
 - Do you feel connected to your school? District? Community?
 - Trust, respect, commitment, engagement, satisfaction levels
- Establish community services committee for wrap-around services & mental health support. Measure referrals, participation, and family satisfaction with supports.

Family & Community



DO - Staff Action Steps

- Implement annual community-wide events. Measure attendance and exit surveys of satisfaction
 - DEI Focus with cultural-connections
 - Parenting Courses
 - Student and family “fun fair”
- Participate in Village of AH DEI committee to design community-wide programs
- Continue to participate in Chamber of Commerce DEI weekly group to discuss community-wide DEI needs and impacts of D25
- Host D214 Education Career Pathways students for clinical experience. Track the number of participants.

Family & Community



DO - Staff Action Steps

- Establish a community topics/current events communication tool.
 - Distribute quarterly, and additionally when needed
 - Include factual information, resources for parents, how school will address topic
 - Measure opens and survey response for each topic

Next Steps



- Plan, Do, Study, Act
 - Move into the DO phase
 - Bring initial data to Action Teams in Spring 2022
- Create Strategic Plan Dashboard for website
- Expand on timeline for reporting progress to the Board & Community