

ELMHURST SCHOOL DISTRICT 205

STUDENT JOURNEY OF EXCELLENCE



DISTRICT 205 STUDENTS ARE

EDUCATED

- Communicate effectively
- Think critically & analytically
- Collaborate & problem solve

ENGAGED

- Contribute meaningfully to community & society
- Affirm diverse perspectives
- Foster global citizenship

EMPOWERED

- Explore purpose & career pathways
- Demonstrate empathy & practice self-reflection
- Persevere to achieve goals & aspirations

READY FOR COLLEGE.CAREER.LIFE.



STRATEGIC PRIORITIES

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Strategic Priority 1 - Student Success

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Strategic Priority 2 - Learning Environment

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Strategic Priority 3 - Financial & Operational Effectiveness

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Strategic Priority 4 - Community Engagement





STRATEGIC OBJECTIVES

STRATEGIC PRIORITIES	OBJECTIVES
<p>Student Success</p> <p>Student growth and achievement</p>	<ul style="list-style-type: none"> • Achieve academic excellence by ensuring all students master essential skills and content. • Support individual student academic and social-emotional needs through varied programs and supports, based on progress monitoring and assessment data. • Align curricular resources, programs, and instructional practices to research, standards, and data. • Engage all students in a diverse offering of learning experiences. • Provide all students a variety of pathways to identify and explore their passion and purpose.
<p>Learning Environment</p> <p>Positive culture and relationships</p>	<ul style="list-style-type: none"> • Build meaningful and trusting student-staff relationships. • Develop opportunities for meaningful peer-to-peer relationships. • Create, welcoming, affirming, and engaging learning environments. • Establish and uphold high expectations for students and staff that foster intellectual development and growth. • Attract, continuously develop, and retain high-quality, purpose-driven educators to serve the diverse needs of all students. • Engage staff to ensure appropriate collaboration in decision making and collective responsibility of the culture and climate.
<p>Financial & Operational Effectiveness</p> <p>Resources, facilities, and financial stewardship</p>	<ul style="list-style-type: none"> • Modernize and maintain high-quality facilities. • Project staffing needs and maximize resources to achieve excellence. • Administer and maintain a sustainable asset replacement plan aligned with our instructional programs. • Generate financial projections that provide long-term financial sustainability. • Utilize procurement procedures aligned to best practices to promote financial stewardship. • Ensure the safety and security of all students, staff, and facilities.
<p>Community Outreach and Engagement</p> <p>Community connections and communication</p>	<ul style="list-style-type: none"> • Provide clear, accessible and consistent communications to the entire community through the use of a wide variety of tools. • Identify and consistently promote District successes aligned with the Journey of Excellence. • Build positive community partnerships that provide opportunities for student engagement and enhance student learning. • Establish protocols and procedures for two-way communication with all stakeholders. • Engage family and community members in learning opportunities aligned to District priorities.

READY FOR COLLEGE.CAREER.LIFE.





Student Success



Student Success

Implementation Overview (Slide 1 of 3)



Objectives	Strategies	Indicators
<ul style="list-style-type: none">● Achieve academic excellence by ensuring all students master essential skills and content.	<ul style="list-style-type: none">● Continuously Monitor Effectiveness and Make Adjustments to Resources, Practices, and Programming to Provide a Guaranteed & Viable Curriculum● Utilize Data-Driven Decision-Making to Implement a Strategic Professional Learning Plan for all Stakeholders● Execute a Research-based Multi-Tiered Instructional Model (MTSS)	<ul style="list-style-type: none">● Academic Assessment Growth & Proficiency● Early College and Career Coursework Success● 9th Grade on Track● HS Graduation and Completion Rate● College Success
<ul style="list-style-type: none">● Support individual student academic and social emotional needs through varied programs and supports, based on progress monitoring and assessment data.	<ul style="list-style-type: none">● Execute a Research-based Multi-Tiered Instructional Model (MTSS)● Utilize Data-Driven Decision-Making to Implement Strategic Professional Learning Plan for all Stakeholders	<ul style="list-style-type: none">● Demographic Gap Reduction Goal● Social Emotional Growth● Engagement in Co-Curricular Activities

Student Success

Implementation Overview (Slide 2 of 3)



Objectives	Strategies	Indicators
<ul style="list-style-type: none">● Align curricular resources, programs, and instructional practices to research, standards, and data.	<ul style="list-style-type: none">● Continuously Monitor Effectiveness and Make Adjustments to Resources, Practices, and Programming to Provide a Guaranteed & Viable Curriculum● Utilize Data-Driven Decision-Making to Implement a Strategic Professional Learning Plan for all Stakeholders● Execute a Research-based Multi-Tiered Instructional Model (MTSS)	<ul style="list-style-type: none">● Academic Assessment Growth & Proficiency● Early College and Career Coursework Success● 9th Grade on Track● HS Graduation and Completion Rate● College Success
<ul style="list-style-type: none">● Engage all students in a diverse offering of learning experiences.	<ul style="list-style-type: none">● Collect and analyze data to promote programs and support student social-emotional needs and engagement in extra-curriculars● Execute a Research-based Multi-Tiered Instructional Model (MTSS)	<ul style="list-style-type: none">● Early College and Career Coursework Success● Engage in Co-Curricular Activities● Graduation Rate● College Success





Student Success

Implementation Overview (Slide 3 of 3)

Objectives	Strategies	Indicators
<ul style="list-style-type: none">● Provide all students a variety of pathways to identify and explore their passion and purpose.	<ul style="list-style-type: none">● Continuously Monitor Effectiveness and Make Adjustments to Resources, Practices, and Programming to Provide a Guaranteed & Viable Curriculum● Utilize Data-Driven Decision-Making to Implement a Strategic Professional Learning Plan for all Stakeholders● Execute a Research-based Multi-Tiered Instructional Model (MTSS)	<ul style="list-style-type: none">● Early College and Career Coursework Success● Engage in Co-Curricular Activities● Graduation Rate● College Success



Student Success Implementation At-a-Glance (Slide 1 of 2)



Objective: Achieve academic excellence by ensuring all students master essential skills and content

Metric(s): Academic Assessment Growth & Proficiency

Strategic Indicators	Draft Benchmarks		
	2023-24	2024-25	2025-2026
IAR: % students meeting or exceeding expectations in reading and math in grades 3-8 on IAR	ELA 56% (+2.5) MATH 50.7% (+2.3)	ELA 58.8% (+2.8) MATH 53.2% (+2.5)	ELA 60.8% (+2) MATH 55.2% (+2)
SAT: % of students meeting College Board benchmarks in math and evidence-based reading and writing in grade 11 on SAT	EBRW 54.8% (+2.5) MATH 52.7% (+2.5)	EBRW 57.3% (+2.5) MATH 53.2% (+2.5)	EBRW 60.3 % (+3) MATH 56.2% (+3)
DRDP: % of students meeting building-middle or higher on DRDP assessment in kindergarten readiness	69% (+1)	70% (+1)	71% (+1)



Objective: Achieve academic excellence by ensuring all students master essential skills and content

Strategies:

1. **Continuously Monitor Effectiveness and Make Adjustments to Resources, Practices, and Programming to Provide a Guaranteed & Viable Curriculum**
2. Utilize Data-Driven Decision-Making to Implement a Strategic Professional Learning Plan for all Stakeholders
3. Execute a Research-based Multi-Tiered Instructional Model (MTSS)

Actions (Examples provided below)	Responsible	Timeline	Progress
Collect an inventory of K-5 literacy instructional materials and practices to identify goals, materials, and professional learning needs	Director of Literacy Literacy Steering Committee	Fall - Winter 2022	Complete
Conduct observations of K-12 teacher execution utilizing a common observational tool (IPG)	EDs of Elem. & Sec. Schools Principals	Ongoing	In Progress
Lead a K-12 math instructional review (observations, data review, focus groups) to design an aligned professional learning plan	EDs of Elem. & Sec. Schools Director of STEM Pathways Principals	Spring 2023	In Progress
Facilitate a 9-12 curriculum review of core classes, including standards alignment, assessment practices, and daily instructional tasks	Division Chairs & API ED of Sec. Schools	Ongoing	In Progress





Learning Environment





Learning Environment

Implementation Overview (Slide 1 of 3)

Objectives	Strategies	Indicators
<ul style="list-style-type: none">● Build meaningful and trusting student-staff relationships.	<ul style="list-style-type: none">● Develop Attendance Plan: Create a tiered plan that provides targeted support, communication, and incentives to improve student attendance in all schools● Utilize Tier I Signature Strategies: Inventory and ensure implementation of specific, research-based, and aligned instructional strategies in all schools	<ul style="list-style-type: none">● Student Attendance● 5Essentials
<ul style="list-style-type: none">● Develop opportunities for meaningful peer-to-peer relationships.	<ul style="list-style-type: none">● Utilize Tier I Signature Strategies: Inventory and ensure implementation of specific, research-based, and aligned instructional strategies in all schools	<ul style="list-style-type: none">● 5Essentials
<ul style="list-style-type: none">● Create, welcoming, affirming, and engaging learning environments.	<ul style="list-style-type: none">● Develop Attendance Plan: Create a tiered plan that provides targeted support, communication, and incentives to improve student attendance in all schools● Utilize Tier I Signature Strategies: Inventory and ensure implementation of specific, research-based, and aligned instructional strategies in all schools	<ul style="list-style-type: none">● Student Attendance● 5Essentials



Learning Environment

Implementation Overview (Slide 2 of 3)

Objectives	Strategies	Indicators
<ul style="list-style-type: none">● Establish and uphold high expectations for students and staff that foster intellectual development and growth.	<ul style="list-style-type: none">● Develop Attendance Plan: Create a tiered plan that provides targeted support, communication, and incentives to improve student attendance in all schools● Design Professional Learning Plan: Inventory and develop relevant professional learning opportunities to improve teaching and student learning outcomes	<ul style="list-style-type: none">● Student Attendance● 5Essentials● Student Success Metrics (various)
<ul style="list-style-type: none">● Attract, continuously develop, and retain high-quality, purpose-driven educators to serve the diverse needs of all students.	<ul style="list-style-type: none">● Design Professional Learning Plan: Inventory and develop relevant professional learning opportunities to improve teaching and student learning outcomes● Form Culture & Climate Committee: Establish a District-wide Culture and Climate Committee focused on the identification of opportunities for continuous improvement	<ul style="list-style-type: none">● 5Essentials● Annual Staff Survey● Staff Retention Data





Learning Environment

Implementation Overview (Slide 3 of 3)

Objectives	Strategies	Indicators
<ul style="list-style-type: none">Engage staff to ensure appropriate collaboration in decision making and collective responsibility of the culture and climate.	<ul style="list-style-type: none">Form Culture & Climate Committee: Establish a District-wide Culture and Climate Committee focused on the identification of opportunities for continuous improvement.Design Professional Learning Plan: Inventory and develop relevant professional learning opportunities to improve teaching and student learning outcomes	<ul style="list-style-type: none">5EssentialsAnnual Staff SurveyStaff Retention Data





Learning Environment

Implementation At-a-Glance (Slide 1 of 2)

Objective: Create, welcoming, affirming, and engaging learning environments.

Metric(s): Attendance Rates

Strategic Indicators	Draft Benchmarks		
	2023-24	2024-25	2025-26
The percentage of students who are attending school for 90% or more of the school year will increase from 86% (i.e. 13.5% are chronically absent) to 95% (i.e. under 5% are chronically absent).	Student Attendance Rate at 93%	Student Attendance Rate at 94%	Student Attendance Rate at 95%



Learning Environment

Implementation At-a-Glance (Slide 2 of 2)



Objective: Create, welcoming, affirming, and engaging learning environments.

Strategies:

- 1. Develop Attendance Plan:** Create a tiered plan that provides targeted support, communication, and incentives to improve student attendance in all schools
- 2. Utilize Tier I Signature Strategies:** Inventory and ensure implementation of specific, research-based, and aligned instructional strategies in all schools

Actions (Examples provided below)	Responsible	Timeline	Progress
Begin sending attendance letters to all families at regular intervals throughout the year.	Student Services	Fall 2022	In Progress
Clearly communicate the start times for all schools through the Handbook and other public means prior to the start of the school year.	Building Principals	Fall 2023	Not Started
Identify specific events and opportunities to engage families regarding attendance supports.	Student Services	Fall 2023	Not Started
Partner with principals to develop plans for intervening with families who have had attendance challenges during the prior year.	Executive Directors, Student Services, Principals	Summer/ Fall 2023	Not Started



Financial & Operational Effectiveness



Financial & Operational Effectiveness

Implementation Overview (Slide 1 of 3)

Objectives	Strategies	Indicators
<ul style="list-style-type: none">● Generate financial projections that provide long-term financial sustainability and stewardship	<ul style="list-style-type: none">● Generate Multi-Year Financial Projections to assist with prudent decision-making● Develop annual budgets with efficient and effective staffing model● Monitor monthly financial reports and budget to actual variances	<ul style="list-style-type: none">● Forecast5 Projection Model
<ul style="list-style-type: none">● Project staffing needs and maximize resources to achieve excellence	<ul style="list-style-type: none">● Design Data-Driven Staffing to Maximize Resources	<ul style="list-style-type: none">● Demographic Study● Internal Enrollment Projections● IAR● Access Assessments● Current Position Control





Financial & Operational Effectiveness

Implementation Overview (Slide 2 of 3)

Objectives	Strategies	Indicators
<ul style="list-style-type: none">● Modernize and maintain high-quality facilities	<ul style="list-style-type: none">● Procure flexible and modern furniture that meets the needs of all learners● Continue to invest in our school facilities as prescribed in the master facility plan and beyond	<ul style="list-style-type: none">● Annual Staff Survey● 5Essentials
<ul style="list-style-type: none">● Ensure the safety and security of all students, staff, and facilities	<ul style="list-style-type: none">● Develop and update safety procedures and provide training in conjunction with local authorities to reflect current best practices● Procure safety and security tools and equipment for our schools	<ul style="list-style-type: none">● Crisis Management Handbook● Annual Safety Committee Review● Annual Staff Survey● 5Essentials





Financial & Operational Effectiveness

Implementation Overview (Slide 3 of 3)

Objectives	Strategies	Indicators
<ul style="list-style-type: none">● Administer and maintain a sustainable asset replacement plan aligned with our instructional programs.	<ul style="list-style-type: none">● Utilize lifecycle recommendations● Develop a Long-Term Asset Replacement Plan (LTARP) that gives an insight into the condition and degradation of your installations and, as such, the overall life and expected replacement period of assets	<ul style="list-style-type: none">● Asset reports● Incident support tickets● Repair and Replacement costs
<ul style="list-style-type: none">● Utilize procurement procedures aligned to best practices to promote financial stewardship.	<ul style="list-style-type: none">● Follow ISBE purchasing guidelines that includes:<ul style="list-style-type: none">- Bulk purchasing- Bidding & RFP process(s)- Rebate programs- PCard incentives	<ul style="list-style-type: none">● Financial audit reports● Monthly financial reports





Financial & Operational Effectiveness

Implementation At-a-Glance (Slide 1 of 2)

Objective: Generate financial projections that provide long-term financial sustainability.

Metric(s): Forecast5 Projection Model, ISBE Financial Profile, S&P Credit Rating, Annual Audit Report

Strategic Indicators	Draft Benchmarks		
	2023-24	2024-25	2025-26
Generate Financial Projections Twice Per Year	Projections in November and March	Projections in November and March	Projections in November and March
Days Cash on Hand	150	120	120
Fund Balance to Revenue Ratio	Positive Fund Balance while deferring early taxes	Positive Fund Balance while deferring early taxes	Positive Fund Balance while deferring early taxes
ISBE Financial Profile Score	2.62	2.62	2.62
S&P Credit Rating	AA+	AA+	AA+
# of Findings in the Annual Audit Process	0	0	0
Certificate of Excellence in Financial Reporting	Yes	Yes	Yes





Financial & Operational Effectiveness

Implementation At-a-Glance (Slide 2 of 2)

Objective: Generate financial projections that provide long-term financial sustainability.

Strategies:

1. **Generate Multi-Year Financial Projections to assist with prudent decision-making**
2. Develop annual budgets with efficient and effective staffing model
3. Monitor monthly financial reports and budget to actual variances

Actions (Examples provided below)

Actions (Examples provided below)	Responsible	Timeline	Progress
Generate Multi-Year Financial Projections in November	Assistant Superintendent for Finance and Operations	Fall	Complete
Generate Multi-Year Financial Projections in March	Assistant Superintendent for Finance and Operations	Winter - Spring	In Progress



Community Outreach & Engagement





Community Outreach & Engagement

Implementation Overview (Slide 1 of 3)

Objectives	Strategies	Indicators
<ul style="list-style-type: none">● Provide clear, accessible and consistent communications to the entire community through the use of a wide variety of tools.	<ul style="list-style-type: none">● Consistently share information and updates with families, and the greater D205 community, through the use of ParentSquare newsletters, website, mailed publications, social media postings and events offered both in-person and online.● Use a wide range of tools (social media, printed publications, video, website) to ensure we are reaching the most community members possible.	<ul style="list-style-type: none">● ParentSquare read-rates● Use of QR Codes and/or other tools embedded in mailed publications● Social Media Analytics● Website Analytics
<ul style="list-style-type: none">● Identify and consistently promote District successes aligned with the Journey of Excellence.	<ul style="list-style-type: none">● Use a wide range of tools (social media, printed publications, video, website) to ensure we are reaching the most community members possible.● Consistently share information and updates with families, and the greater D205 community, through the use of ParentSquare newsletters, website, mailed publications, social media postings and events offered both in-person and	<ul style="list-style-type: none">● Social Media Analytics● Number of Mailed Publications and use of QR Codes and/or other tools embedded in mailed publications● Website Analytics





Community Outreach & Engagement

Implementation Overview (Slide 2 of 3)

Objectives	Strategies	Indicators
<ul style="list-style-type: none">● Build positive community partnerships that provide opportunities for student engagement and enhance student learning.	<ul style="list-style-type: none">● Develop and Effectively Communicate Annual Calendar of Community Learning Opportunities: engage members of the learning community in attendance and engagement in various events, such as community events, in-person and online opportunities, etc.	<ul style="list-style-type: none">● Event Attendance● Exit Survey Data● Event Offering Data
<ul style="list-style-type: none">● Establish protocols and procedures for two-way communication with all stakeholders.	<ul style="list-style-type: none">● Consistently share information and updates with families, and the greater D205 community, through the use of ParentSquare newsletters, website, mailed publications, social media postings and events offered both in-person and online.● Develop and Effectively Communicate Annual Calendar of Community Learning Opportunities: engage members of the learning community in attendance and engagement in various events, such as community events, in-person and online opportunities, etc.	<ul style="list-style-type: none">● ParentSquare read-rates● Use of QR Codes and/or other tools embedded in mailed publications● Social Media Analytics● Website Analytics● Event Attendance● Exit Survey Data● Event Offering Data





Community Outreach & Engagement

Implementation Overview (Slide 3 of 3)

Objectives	Strategies	Indicators
<ul style="list-style-type: none">Engage family and community members in learning opportunities aligned to District priorities.	<ul style="list-style-type: none">Develop and Effectively Communicate Annual Calendar of Community Learning Opportunities: engage members of the learning community in attendance and engagement in various events, such as community events, in-person and online opportunities, etc.	<ul style="list-style-type: none">Event AttendanceExit Survey DataEvent Offering Data



Community Outreach & Engagement

Implementation At-a-Glance (Slide 1 of 2)



Objective: Provide clear, accessible and consistent communications to the entire community through the use of a wide variety of tools.

Metric(s): Clear, Accessible and Consistent Communications to the Entire Community utilizing a wide variety of tools

Strategic Indicators	Draft Benchmarks		
	2023-24	2024-25	2025-26
<ul style="list-style-type: none"> ● Parent Communications ● Social Media statistics ● Mailed Publications ● Messages translated ● Positive Media Coverage ● Website Metrics ● YouTube metrics 	ParentSquare <ul style="list-style-type: none"> - Interaction rate increase 5% Facebook <ul style="list-style-type: none"> - likes increase 3% Twitter <ul style="list-style-type: none"> - Followers increase 5% Instagram <ul style="list-style-type: none"> - Followers increase 5% Positive Media <ul style="list-style-type: none"> - Coverage increase 5% Website <ul style="list-style-type: none"> - Unique visitors increase 5% Youtube <ul style="list-style-type: none"> - Impressions increase 10% 	ParentSquare <ul style="list-style-type: none"> - Interaction rate increase 5% Facebook <ul style="list-style-type: none"> - likes increase 3% Twitter <ul style="list-style-type: none"> - Followers increase 5% Instagram <ul style="list-style-type: none"> - Followers increase 5% Positive Media <ul style="list-style-type: none"> - Coverage increase 5% Website <ul style="list-style-type: none"> - Unique visitors increase 5% Youtube <ul style="list-style-type: none"> - Impressions increase 10% 	ParentSquare <ul style="list-style-type: none"> - Interaction rate increase 5% Facebook <ul style="list-style-type: none"> - likes increase 3% Twitter <ul style="list-style-type: none"> - Followers increase 5% Instagram <ul style="list-style-type: none"> - Followers increase 5% Positive Media <ul style="list-style-type: none"> - Coverage increase 5% Website <ul style="list-style-type: none"> - Unique visitors increase 5% Youtube <ul style="list-style-type: none"> - Impressions increase 10%

Community Outreach & Engagement

Implementation At-a-Glance (Slide 2 of 2)



Objective: Provide clear, accessible and consistent communications to the entire community through the use of a wide variety of tools.

Strategies:

- 1. Develop and Effectively Communicate Annual Calendar of Community Learning Opportunities:** engage members of the learning community in attendance and engagement in various events, such as community events, in-person and online opportunities, etc.
- 2. Use a wide range of tools (social media, printed publications, video, website) to ensure we are reaching the most community members possible.**

Actions (Several examples provided below)	Responsible	Timeline	Progress
Quarterly Printed Publication - sent to all homes in D205 boundaries and posted online	ED Comms & Community Rel	Quarterly	In Progress
Video series of stories in Community Connections newsletter	Mktg & Comms Coordinator	Quarterly	In Progress
Video shorts created to promote programs/events - posted to Youtube	Mktg & Comms Coordinator	Ongoing	In Progress
Video shorts created to promote programs/events - posted to Social Media	Digital Media Specialist	Ongoing	In Progress
Create website page for placement of all events and communications and regularly update	Digital Media Specialist	Ongoing	In Progress