



District Goals 2020-2021

Domain 1: Student Experience

Evaluate, refine, and develop academic and social emotional programs to ensure high school and postsecondary success for all students.

Actions and Tasks

- Remote/Hybrid Learning: The most pressing task this year is to create a safe and supportive learning environment during the time of a pandemic. This challenge is where we are expending and utilizing the majority of our resources this year.
- Continue to Advance Dual Credit Opportunities: We continue to grow enrollment, bring additional coursework options, and strategically focus on blending Advanced Placement courses with Dual Credit courses.
- Begin and Grow the Internship Programs: We have started a successful first year by getting all students placed during the pandemic. We will continue to leverage the relationships and experiences built through these programs to continue growing workplace experiences for all of our students.
- Rely on the Work of the Common Experience: This year we are using, and will continue to use, the work we have done in the [common experience](#) with our course teams to bolster decision making during the pandemic. This work has been built to ensure equity across our schools and more specifically within our departments and courses. It is specifically targeted to bring consistent standards, grading, and assessments across a course team. This year introduces the elimination of the “killer zero” and sets a floor on the lowest possible grade of 40%. This work will continue as a focus for the next several years.
- Continuing the Equity work for Students and Staff: Currently, all District 99 staff participate in several morning sessions focused on [Equity & Inclusion](#) each year. These sessions are intended for staff to develop an understanding of student and staff equity and inclusion. Last year we expanded our work to include students through our [Changemakers](#) program, which seeks to create a diverse group of student leaders seeking to find ways to make positive changes in our schools and making everyone more accepting of all people. We will review the equity audit completed in partnership with the DuPage County Regional Office of Education (ROE), bring findings to the Board, and integrate what we learn into our long range planning. This is obviously a topic that society is working on and we are trying to lead in DuPage County.
- Continuing to Utilize 5-Labs Data Analytics: Now that this system is in place we are using it to track data in real time around key information we use in decision making - especially discipline, grading, and attendance. This real-time data is being used to track attendance trends and factors into our internal metrics around the pandemic. We have also entered into intergovernmental agreements with our partner elementary school

districts so we can share pertinent information with them as we try to have more of a K-12 view of our students through analytics. This cross-district collaboration has slowed due to the pandemic, but remains as a long term goal.

- Monitoring Improvements in our IEP and 504 Processes: Over the past several years, Special Services has redesigned the evaluation process for initial and reevaluations of students with disabilities and we will continue to use and improve on this process. Beginning this year, the CSSS Department Chairs act as our 504 Coordinators to support our students, families and partner schools. Towards the end of the year we will report out on the progress of this work.
- Beginning the PATH Program to address ongoing Discipline Issues and Disproportionate Discipline: This year, after several years of investigation related to our discipline data, we began to implement the PATH (Pause, Ask, Think, & Heal) Program. It is designed to empower students to develop emotional and social learning skills that can help reduce risk factors that have resulted in inappropriate and/or disruptive conduct. The PATH program employs restorative practices, helping students to repair harm done by their actions. The social-emotional learning skills learned in the PATH Program will encourage accountability and enable students to modify their behavior and demonstrate ability to control conduct within norms of pro-social behavior. Although the pandemic has changed how we envisioned this working this year, we are utilizing the resources to support students. This is a program we will monitor closely in the future to determine if it is helping us to lower the incidents of negative discipline data, especially in reducing recidivism and out of school suspensions.
- Appropriately Staffing Student Activities and Athletic Programs: Last year we developed a dynamic process that allows us to allocate the appropriate staffing level and compensation to athletics and activities based on a combination of factors. Most of the work in this area is on hold during the pandemic. However, we are using it to identify which coaches are free to help with other student needs if their seasons are canceled. Going forward, this system will enable us to be more flexible and responsive to student interests and needs. We will be monitoring this process for the next several years and will modify as necessary.
- Introduce the New Bell Schedule for the 21-22 School Year: At the end of the last school year we created and worked with the School Day Task Force to develop a plan for building the new bell schedule for 2021-2022. We put together [a first draft of a presentation](#) and [this video](#) to introduce the topic. We stopped work on this when we started planning for the start of this school year. The Task Force felt it was going to confuse everyone as we started talking about the variety of schedules for this year. The schedule currently in place has many of the aspects we wanted to integrate into a future schedule. This should help ease the transition to a new schedule. We will revisit this in the second half of the year.

Domain 2: Development and Evaluation of Staff

Enhance current practices, identify strengths and challenges, and create new processes that empower staff to create conditions for a positive and effective student experience.

Actions and Tasks

- Title IX Training: Changes in the Summer of 2020 to Title IX have resulted in significant new training requirements, policy changes, and new protocols for responding to both Title IX complaints and other complaints. We met the requirement of training of all

administrators by August 14, 2020. We have updated, and continue to update, many policies and protocols. The Board of Education has been trained as well. There will be a variety of additional related topics to complete administratively throughout this year to respond to these changes. However, we are nearing the end of work related to responding to the federal changes.

- Pausing, but not Forgetting, the Personalized Professional Learning Program: The Personalized Professional Learning (PPL) program began last year after several years of planning. This program values continuous learning for every teacher and has been designed to give numerous opportunities for faculty to personalize their learning. All of the areas of focus in PPL are designed to enhance the Student Experience. This year we are focused on supporting any skills needed for Remote and Hybrid Learning and hope to return to the PPL model next year.
- Representation at State and National Conferences: Many of our staff members regularly present at national and state conferences and District 99 is viewed as a leader in many areas related to teaching, learning, and school administration. Many of our staff also have leadership roles in professional organizations at the local, state, and national level. Even throughout the pandemic we are supporting staff that wish to lead the greater profession and positively reflect the work done in District 99.
- Revising and Adapting Teacher Evaluation: In working with the Teacher Appraisal Committee, and as a result of the pandemic, we are pausing much of the formal evaluation process for tenured teachers, as recommended by many professional organizations. Instead we will rely on the feedback surveys, informal observations, and data to track teacher progress. Our non-tenured teachers will continue to be evaluated under more traditional means.
- Continuing the Staff Discipline Process: Over the past few years we have revised and trained all administrators on the staff discipline process. We will continue to monitor the efficacy of this process moving forward this year. Although we always hope to not have to use this protocol.
- Revising Support Staff Onboarding: A new committee met last year to create a process for all new hires to receive the training and development necessary for support staff to be successful in their roles. Rob and Jeff will continue this work over the course of this year. It has been slowed by the pandemic and the transition in the Human Resources department.
- Continuing our Equity Work: Equity work has continued by involving student leaders and creating materials for teaching our staff. D99 partnered with the DuPage ROE to conduct an equity audit.
- Negotiating Remote Learning Agreements and Memorandums of Agreement (MOA): A variety of agreements were negotiated with both bargaining units providing guidance on working during a pandemic. These continue to be revisited and amended.
- Negotiating a Support Staff Association Contract: Our contract with the Support Staff Association expires this year and we will need to renegotiate or extend the current contract.
- Create an Equity Strategic Plan - The Equity Team will review the equity audit and involve stakeholders in the process of creating a multi-year equity plan.
- Continue Developing Blended Learning - Will continue to build training and teacher understanding to utilize Blended Learning practices as the new facilities become available.

Domain 3: Sharing our Stories and Informing the Community

Ensure trust, confidence and support for our District through the use of comprehensive, transparent, and consistent communications methods.

Actions and Tasks:

- **Continue to Expand our Offerings of Parent Events and Guest Speakers:** Last year we expanded our learning opportunities for families through multiple events and guest speakers at both schools. This year we have been offering a variety of webinars to help support families through the changes in educational programming related to the pandemic - including “Ask Me Anything” style presentations for staff, parents, and the community.
- **Continue the Bilingual Parent Advisory Committee:** We will continue to hold BPAC (Bilingual Parent Advisory Committee) meetings via Zoom until it is safe for in-person meetings.
- **Supporting Parents through Technology Resources:** We will continue to make our resources more accessible and provide more help and additional tutorials on school tools. We create these materials with the help of our librarians and technology team.
- **Continue Strong Communications with Families and the Community:** We will continue to offer high quality communications, publications, and social media posts including: Daily Announcements, Weekly D99 Docket, Weekly Facility Friday Newsletters, Monthly Principal Videos, Bi-Monthly Board of Education Highlights, Monthly District Newsletter and Monthly Lunchtime Live Superintendent events.
- **Communications Related to the Pandemic:** Throughout the pandemic the administration will continue to use effective and creative ways to meet with parents and students including virtual meetings, webinars, and town hall style meetings.
- **Continued Communication Related to Master Facility Plan Progress:** We will continue to find creative ways throughout the year to share the progress of the Master Facility Plan including our Facility Friday publication and a lot of pictures and video - including 360° images. We will also work with Wight on a professional photo shoot of the new areas and a virtual tour.
- **Supporting the Education Foundation:** We will continue to assist the Education Foundation with their mission to support our students and teachers.
- **Creating Stakeholder Surveys and a Feedback Committee:** We have formed a variety of committees to create surveys to gather regular stakeholder feedback and to make recommendations of how to change our programming and services in response to the feedback. This will continue on throughout the school year.

Domain 4: Creating and Supporting a Valued Learning Environment

Efficiently manage fiscal resources and facilities to support an educational program that is designed to promote a valued student experience.

Actions and Tasks:

- **Continue to Work with Public Bodies on Pedestrian Safety:** We will continue to work with the Village of Downers Grove on the comprehensive plan to improve safety for

pedestrians in our school community. This will include advocating for grant funding to finance the projects.

- Complete the Master Facility Plan and Develop a Long Range Plan for Classroom and Corridor Improvements Over the course of this year we will need to complete the remaining projects inside the Master Facility Plan on time and on budget. We will also develop a long range improvement plan for classrooms and corridors not addressed through the MFP.
- Continue Capital Projects: We will continue to improve our facilities through \$1M of capital improvement projects.
- Improve Outdoor Practice Field Lighting: Both schools are investigating and redesigning portable lighting options for our outdoor practice fields.
- Continued Verification of Residency: We will continue our residency verification process to better ensure our students live in the community.
- Advancing Information Technology: Proactively managing cybersecurity risk will continue to be a primary focus of the Technology and Information Services (TIS) team - especially with new data privacy legislation going into effect next summer.
- Maintaining Finances and Transparency: Due to the pandemic, we will run a deficit this year; we have offset it with working cash bonds. This allows us to maintain our services throughout the response to the pandemic. We are dedicated to continuing to be transparent in our financial reporting.

Domain 5: Future Opportunities

Embark on a plan, leading to a process of identifying strategic goals committed to developing organizational readiness for future opportunities.

Actions and Tasks:

- Beginning Long Range Strategic Planning: In the spring of this year we will begin to develop a plan for long range strategic planning to take place next school year.
- Start Planning for Healing: The impact of the pandemic has been significant and will likely have long term effects on the entire organization and community. As a leadership team, we need to start planning for how we heal and move forward after this is all over.