



**INSPIRES  
& EMPOWERS**

# Strategic Framework

**OUR**  
MISSION

**D230 IS**

AN INTERCONNECTED  
LEARNING COMMUNITY  
THAT INSPIRES  
**INNOVATION,  
EMPATHY &  
LEADERSHIP**

**OUR**  
VISION

**WE EMPOWER**  
YOUNG ADULTS  
**TO IMPACT**  
THEIR COMMUNITIES

**OUR**  
PILLARS

**AUTHENTIC LEARNING  
EXPERIENCES  
COMMUNICATION  
& ENGAGEMENT  
EQUITY, DIVERSITY  
& INCLUSION  
RESPONSIVE  
CURRICULUM  
SOCIAL-EMOTIONAL  
DEVELOPMENT**

# PORTRAIT OF EMPOWERED D230 GRADUATES

## GPA

- One of the strongest indicators of academic success and post-secondary readiness.
- In 2021-22, the average GPA of a D230 student (unweighted) was **3.16**.

## CO-CURRICULAR PARTICIPATION

- Students who participate in school activities report stronger engagement in school, improved relationships with peers, and learning important skills such as teamwork and persistence.
- In 2021-22, **70.3%** of D230 students participated in at least one activity.

## PASS RATE

- Strong correlation of academic motivation, engagement and persistence is the ability to pass all academic courses.
- In 2021-22, **97.3%** of all D230 students passed their coursework.



## ATTENDANCE

- Students who actively attend school demonstrate academic success, engagement in school and success in post-secondary college and career opportunities.
- In 2021-22, **70.8%** of D230 students attended school 90% of the time or greater.

## GRADUATION RATE

- One of the strongest predictors of college and career readiness is the ability to graduate on time.
- For the Class of 2022, the graduation rate was **92.7%**.

## FRESHMEN ON TRACK

- The best indicator of a strong high school career is a strong start!
- In 2021-22, **94.7%** of freshmen were considered on track with credits and grades.



*We empower young adults to impact their communities.*



# Key Indicators of a Strong School Community



## PANORAMA STUDENT SEL SURVEY

- Self reflection of student self-efficacy
- 3 of 4 four categories at or above desired levels
- Behavior indicator below expectation



## ESSENTIALS SURVEY

- Stakeholder feedback on school climate and culture
- 4 of 5 indicators are average or above
- Effective leadership below expectations



## STUDENT DISCIPLINE

- Strong indicator of a strong culture and positive relationships among students and staff
- 63.4% of students did not receive a disciplinary referral in 2021-22



## EARLY COLLEGE COURSEWORK

- Strong indicator of future aspirations for completing any level of post-secondary education
- 43.7% of students took dual credit or AP courses in 2021-22



## POST-SECONDARY ENROLLMENT

- Students who enroll and complete any level of post-secondary education have high employability and earning potential
- 81% of D230 2021 graduates enrolled in college 16 months after completing high school



## SAT

- An indicator of post-secondary success and ability to enroll in selective schools
- For the Class of 2020, 80.3% met/exceeded standards in math and 83.9% met/exceeded standards in ERW





# Authentic Learning Experiences

## **Goal 1:**

**D230 will promote innovative instructional experiences to provide students real world opportunities.**

***We will achieve this by:***

- **Expanding interdisciplinary opportunities for students**
  - *D230 will increase the number of offerings (9) for the 2023-24 course selection guide by 50%*
  - *Schools will increase enrollment in interdisciplinary courses for the 2023-24 school year*
- **Increasing flexibility in student course scheduling through modified instructional design**
  - *D230 will provide a stakeholder feedback opportunity to identify desired modified course design including, but not limited to, blended courses, asynchronous online courses, acceleration beyond summer school, and hybrid period courses (half period) by October 2022*
  - *D230 will increase course offerings for modified instructional design by a minimum of 25%, which will be communicated through the D230 2023-24 course selection guide*
- **Embedding project-based learning opportunities and student voice/choice opportunities within academic courses**
  - *Align a student and staff feedback tool to determine growth in project-based learning that establishes a benchmark for current implementation during the spring semester in 2022-23*
  - *Through collaboration, establish a D230 template to define project-based learning and student voice/choice, aligned with professional development opportunities for staff during the fall semester in 2022-23*



## **Goal 2:**

**D230 will increase completion of courses for students to gain college credit or industry credentials/certifications.**

***We will achieve this by:***

- **Increasing dual credit offerings and enrollment**
  - *Increase in students successfully completing requirements to earn post-secondary credit by 10% (FY21 - 257 students completed dual credit courses, target would be 283 in FY23)*
  - *Conduct an audit of current dual credit courses and certified staff qualified to teach courses. The basis of the audit will define a goal for the 2024-25 course selection process*
- **Increasing enrollment opportunities and improve performance within AP courses**
  - *5% increase in AP Excellence and Equity percentage starting with the Class of 2025*
  - *Conduct College Board data audit to analyze current AP performance and AP opportunities*
- **Increasing certification opportunities for students in Career and Technical Education programs**
  - *In the fall of 2022, audit the number of opportunities and courses currently affording those opportunities for students to attain certifications within current coursework. This audit will determine opportunities that can be included in the future.*
  - *Increase by 10% the number of students with a certification within a career and technical education course as they complete high school by the end of 2023-24*





# Communication and Engagement

## **Goal 3:**

**D230 will build a differentiated communication plan to support district and stakeholder needs.**

***We will achieve this by:***

- **Developing a communication plan to support the goals established in the D230 Strategic Framework**
  - *A D230 communication plan will be developed, approved by the School Board, and be inclusive of regular updates for all stakeholders*
  - *Using the D230 communication plan, an audit will be conducted to establish industry standards in digital communication and social media with metrics to best determine effectiveness*
- **Connecting with more stakeholders via online tools including feedback tools, social media, digital communications, and video**
  - *Improve parent engagement in the 5Essentials survey to reach 25% at each campus*
  - *Improve the responses related to the school outreach indicator on the 5Essentials survey by 3% on each prompt*



## **Goal 4:**

**D230 will increase interaction with our community to engage with our academic, co-curricular and post-secondary preparation programs.**

***We will achieve this by:***

- **Utilizing a variety of formats including virtual, co-curricular, academic informational or post-secondary planning events to engage students and families**
  - *Audit current parent engagement activities regarding co-curricular, academic, and post-secondary events to create an online platform for relevant parent information at each campus*
  - *Develop an online warehouse for co-curricular, academic, and post-secondary events online and translate into Spanish, Arabic, and Polish*
- **Identifying the needs of non-English speakers and implementing communication methods that increase understanding and engagement, particularly in Arabic, Polish and Spanish**
  - *School newsletters, registration information, graduation communications, and Board updates will be translated into Spanish, Arabic, and Polish*
  - *Each campus will offer a translated presentation for families specific to 8th grade registration, post-secondary programs, and annual course registration processes*





# Equity, Diversity & Inclusion

## **Goal 5:**

**D230 will close achievement gaps through revising and modifying current practices and intervention efforts.**

***We will achieve this by:***

- **Strengthening academic classroom strategies, interventions, and supports to reduce achievement gaps within identified student groups**
  - *Reduce gap in all subgroups within Grade Distribution Percentage as measured on the 2022-23 summary report for all subgroups by 2%*
  - *Reduce gap in all subgroups within Freshman on Track by 2% as measured on the 2022-23 summary report*
- **Strengthening social/emotional classroom strategies, interventions, and supports to reduce achievement gaps within identified student groups.**
  - *Reduce gap in all subgroups within attendance, specifically chronic attendance (90% or less days attended) by 3% as measured on the 2022-23 summary report*
  - *Reduce gap in all subgroups within discipline / referrals by 3% as measured on the 2022-23 summary report*



## **Goal 6:**

**D230 will enhance enrichment and leadership opportunities to reach all student populations.**

***We will achieve this by:***

- **Increasing participation of students with varied backgrounds and interests in co-curricular programs.**
  - *Reduce gap in all subgroups within co-curricular participation by 3% as measured on the 2022-23 summary report*
- **Enhancing student voice by encouraging students to work with peers and school personnel to promote community.**
  - *Audit current student groups and organizations that influence building and district wide decision making with a focus on a breakdown of student demographics on a longitudinal basis and share with School Board in December 2022*
  - *Develop a district plan to create opportunities aligned to district and school decision making and share with the School Board in April 2023*
- **Strengthening hiring practices and educator pipeline programs to attract and retain diverse candidates**
  - *Improve administrator, teacher, and support staff hiring practices to increase applicant pools for prospective openings and conduct an annual hiring summary to include a summary of demographics in hiring by June 2023*
  - *Audit non-tenured programs for certified staff and expand programs for new support and food service staff aimed at retention of diverse candidates*



# Responsive Curriculum

## **Goal 7:**

**D230 will strengthen college and national career pathways through course selection, co-curricular programs, and service learning.**

***We will achieve this by:***

- **Aligning D230 courses, service learning, and co-curricular programs to career pathways programs.**
  - *100% of students will identify a career pathway through SchoolLinks program by February 2023*
- **Connecting students to specific courses, co-curricular programs, and service learning opportunities based on career interests, passions, and talents.**
  - *Based on national career pathways, students will have access to specific courses, co-curriculars, and service learning examples as part of the 2023-25 course selection process*



## **Goal 8:**

**D230 will regularly review departmental curriculum with a focus on executive functioning, communication, and critical analysis skills.**

***We will achieve this by:***

- **Revising the integrated math curriculum to focus on real-world applications and critical analysis**
  - *Complete Understanding By Design (UBD) curriculum writing process for integrated math by June 2023*
- **Reviewing the World Language curriculum and courses to engage students in high interest languages and cultural studies**
  - *Complete course guide adaptations based on a community engaged process and align to student options for the Class of 2027*
- **Aligning Career and Technical Education courses with career pathways**
  - *Align at least one career pathway with all of the CTE courses offered by June 2023*





# Social-Emotional Development

## **Goal 9:**

**D230 will implement practices that promote resilience and persistence within students.**

***We will achieve this by:***

- **Identifying and implementing common language and strategies for trauma-informed and restorative practices in the classroom and school environment through universal professional development.**
  - *Improvement in SEL scores on Panorama student feedback survey within the positive feelings, challenging feelings, and emotional regulation subcategories by 3% in each category*
  - *Reduce recidivism in student discipline by 10%*
- **Offering enrichment opportunities to the school community led by students and staff focusing on personal experiences and resilience.**
  - *Audit current enrichment programs at each campus to provide a baseline for current and potential opportunities*
  - *Improvement in 5Essentials survey data within the School-wide Future Orientation and Student-Teacher Trust categories by 3 points*



## **Goal 10:**

**D230 will improve staff satisfaction, professional relationships, and engagement within the school community.**

***We will achieve this by:***

- **Expanding engagement opportunities for staff to foster connectedness in supporting school and district activities**
  - *Improve Teacher Influence & Program Coherence categories on the 5Essentials survey by 3 points*
  - *Improve Performance Planning & Relationships categories on the Humanex Survey by .05*
- **Increasing staff recognition programs that highlight staff for contributions related to the district vision and mission**
  - *Improve School Commitment, Collective Responsibility & Collaborative Practices categories on the 5Essentials survey by 3 points*
  - *Improve Recognition & Mission Conscious categories on the Humanex Survey by .05*
- **Strengthening internal staff communication protocols that prioritize transparency and provide key information regarding local, state, and federal updates.**
  - *Improve Teacher-Principal Trust & Teacher-Teacher Trust categories on the 5Essentials survey by 3 points*
  - *Improve Communication category on the Humanex Survey by .05*



# Board Goals 2022-23 School Year

1. **To ensure** a balanced budget through responsible projection of financial resources as well as financial decision making that simultaneously addresses the needs of students while being fiscally responsible to our taxpayers

*Budget as presented in September 2022 will reflect a balanced budget. The budget will conclude the 2022-23 at or under budget.*

2. **To continue** to address issues related to the pandemic with the desired outcome of uninterrupted school and ensuring all student activities and social events occur as planned

*The Superintendent will ensure that the district reaches the goals of 100% of school days realized and 100% of student activities conducted.*

3. **To investigate**, in conjunction with our Educator Pipeline initiatives, opportunities to improve educator retention and interest in D230 employment

*To be 100% fully staffed at the beginning of the 2022-23 school year and increase staff satisfaction as evident on the 5Essentials survey reflecting a 2 point increase in relevant indicators.*

4. **To perform** a comprehensive safety audit leveraging outside resources and make recommendations for adjustments in policy, procedures, and facilities that increase safety standards in District 230

*By October 2022, this audit will be completed and provided to the School Board for review. By April 2023, recommendations from this audit will be reviewed and adjustments to policies and procedures will be adopted.*

5. **To improve** the communication between and engagement of our three associations and our School Board

*After meeting with association leadership, determine steps to improve relationships and communication to present to the School Board in the fall of 2023.*

6. **To successfully engage** in and conclude contract negotiations with our Food Service and Educational Support Personnel contracts

*By June 2023, settle both contracts with these two organizations.*

7. **To provide** a forum open to our community to focus on the mental health concerns of our students and community in general which would partner local mental health services, school resources, and parents

*In conjunction with the School Board, an event will be planned and executed to connect our school resources with community resources. The event will occur prior to March 1, 2023.*

8. **To adopt** an evidence-based model to assess current programming to determine effectiveness. This model should incorporate metrics/outcomes as well as a procedural component to regularly review practice that aligns with resource allocations

*A process will be researched and developed throughout the fall semester. During the spring semester, this process will be presented to the School Board for review.*

9. **To address** student attendance and create pathways to improve student attendance that was impacted as a result of the pandemic

*D230 will realize a 33% reduction in Chronic Absenteeism as indicated within the 5Lab data analysis system. Therefore, the target for 2022-23 is 19.6% or below.*

# Strategic Planning Framework

## Strategic Planning

- Mission & Vision (Why) - Review every 8-10 years
- Strategic Pillars (What)- Review every 3-5 years
- Goal Setting / Action Planning (How) - Review annually

## Organizational Structure

- Leadership structure / responsibilities
- Alignment to Collaborative Teams

## Operational Systems

- Understand Policies/Procedures and modify
- Establish working norms and protocols

## Communication/Collaboration

- Collaborative structures and transparency
- Engagement opportunities for all
- Communication - regular and ongoing

## Reflect, Revisit, Revise

- Ongoing review process
- Short and long-term metrics
- Celebrate success and recover from failure



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**Consolidated High School District 230**