

WE'RE ALL IN.

2021-2026 Strategic Plan Review

June 4, 2026





**WEST CHICAGO
ELEMENTARY SCHOOLS**

Together for Excellence • Juntos por lo Excelente!

District 33 Mission

Equip students to become life-long learners who embrace diversity, welcome innovation, and aspire to be catalysts for positive change and growth.

District 33 Vision

To be recognized as the school district that fosters:

- An innovative, rigorous & future-oriented education
- A culture of equity, diversity & personalized learning
- Student agency to develop voice, choice, ownership & self-sufficiency
- Active community partnerships

District 33 Core Values

- Collaboration
- Equity
- High expectations
- High levels of engagement
- Partnerships
- Student voice & choice
- Support for the whole child
- Trusting relationships

Portrait of a Graduate

Clear communicator

Collaborator

Critical thinker & problem-solver

Empathetic



Culturally aware

Resilient

Technologically adaptable

Advocate for self & others

BOARD MEMBERS

Rita Balgeman
President

Felicia Gills
Vice President

Tom Doyle
Secretary

Phebe Balzer

Morgan Banasiak

Sandra Garcia

Chad McLean

SUPERINTENDENT

Kristina Davis, Ed.S



2026

*Inspire.
Empower.
Achieve.*

KEY PERFORMANCE INDICATORS, MEASURES, AND TARGETS WILL BE ALIGNED TO EACH GOAL AREA



GOAL #1

STUDENT GROWTH & ACHIEVEMENT

Ensure all students meet challenging academic, physical, and social-emotional standards.



GOAL #2

LEARNING CULTURE OF EQUITY, ENGAGEMENT & AGENCY

Cultivate a welcoming, nurturing, and student-centered learning environment that embraces student curiosity and originality, and is aligned to clear learning expectations.



GOAL #3

PROFESSIONAL CULTURE OF TEAMWORK & CONTINUOUS IMPROVEMENT

Embrace a culture of collaboration, inclusivity, trust, innovation, and professional growth that attracts, develops, and retains a diverse, high-quality staff.



GOAL #4

FAMILY ENGAGEMENT & COMMUNITY PARTNERSHIPS

Collaborate and communicate with our families and community to build strong relationships and increase equitable opportunities that help students and families thrive.



GOAL #5

EFFECTIVE & INNOVATIVE USE OF RESOURCES

Meet the evolving needs of our students by leveraging all available resources to provide high-quality programs and services, and innovative technology and learning environments, while maintaining fiscal responsibility.

GOAL #1 STRATEGIES

Strategy #1: We will implement a consistent, multi-tiered system of support (MTSS), across all ages and groups, that promotes the holistic development of every student academically, physically, and social-emotionally.

GOAL #2 STRATEGIES:

Strategy #2: We will embed identifiable common learning expectations and tools that result in increased student agency (voice and choice) in learning experiences and a more equitable student-centered learning environment.

Strategy #3: We will implement, in partnership with families, developmentally appropriate expectations, structures, processes, and monitoring tools that demonstrate students own their learning.

Strategy #4: We will add new extracurricular student opportunities at elementary and middle school levels that will increase student engagement and build positive relationships.

GOAL #3 STRATEGIES:

Strategy #5: We will set and achieve common expectations for staff collaboration, teamwork, and shared decision-making opportunities through training, support, and shared accountability across all levels.

GOAL #4 STRATEGIES:

Strategy #6: We will foster community partnerships in order to minimize non-academic barriers, engage families, and provide experiential opportunities for students.

GOAL #5 STRATEGIES:

Strategy #7: We will upgrade existing infrastructure and provide resources to create safe, progressive, and productive learning and working environments.



Goal 1
Student Growth
and Achievement





Goal 1: Student Growth and Achievement

Goal	Strategies
<p>Ensure all students meet challenging academic, physical, and social-emotional standards.</p>	<p>Strategy #1: We will implement a consistent, multi-tiered system of support (MTSS), across all ages and groups, that promotes the holistic development of every student academically, physically, and social-emotionally.</p>



Illinois State Board of Education (ISBE) Summative Designation



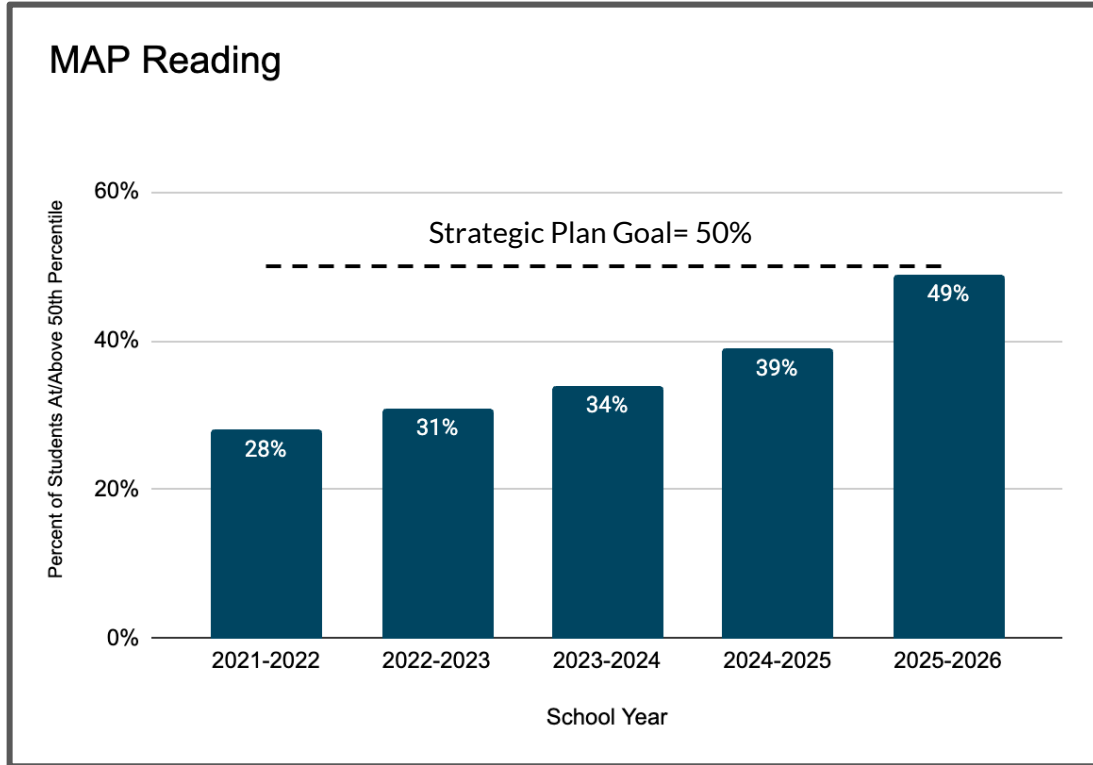
Strategic Plan Goal: All Schools “Commendable” or “Exemplary”

2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
Baseline: 6 Commendable 1 Targeted	1 Exemplary 6 Commendable	7 Commendable	4 Commendable 2 Targeted	

Decrease from previous year	Growth from previous year	Met Achieve 2026 Goal
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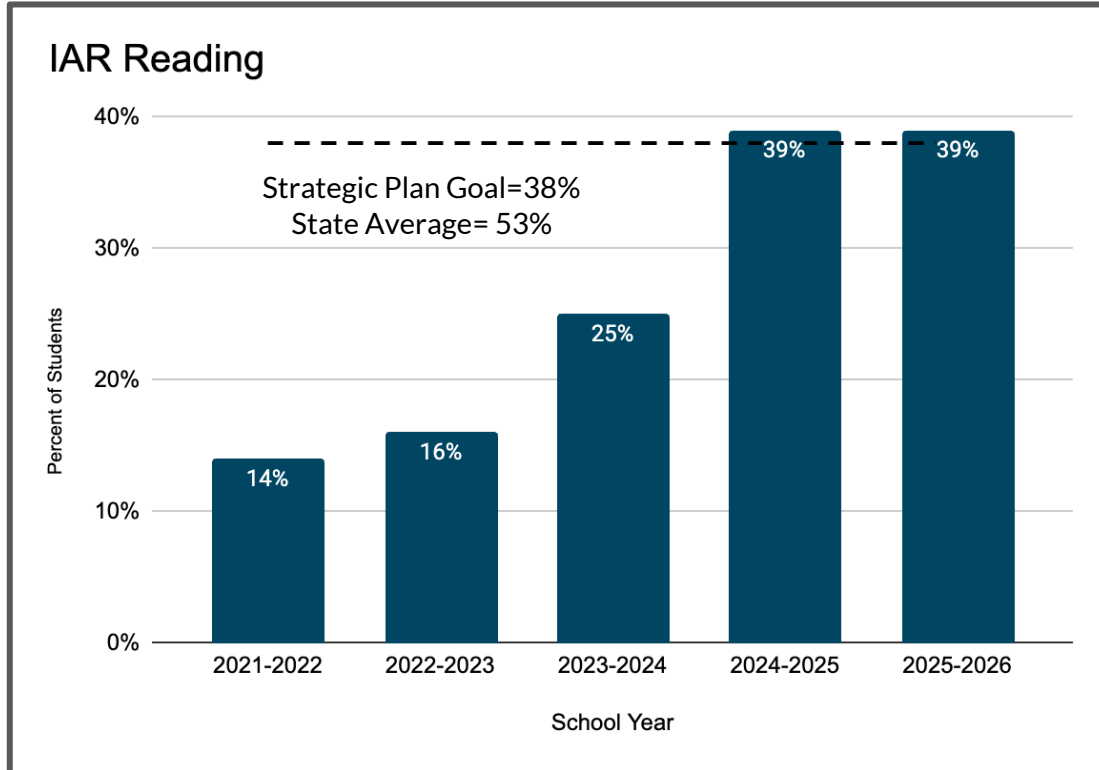


Measures of Academic Progress (MAP) English Reading Proficiency



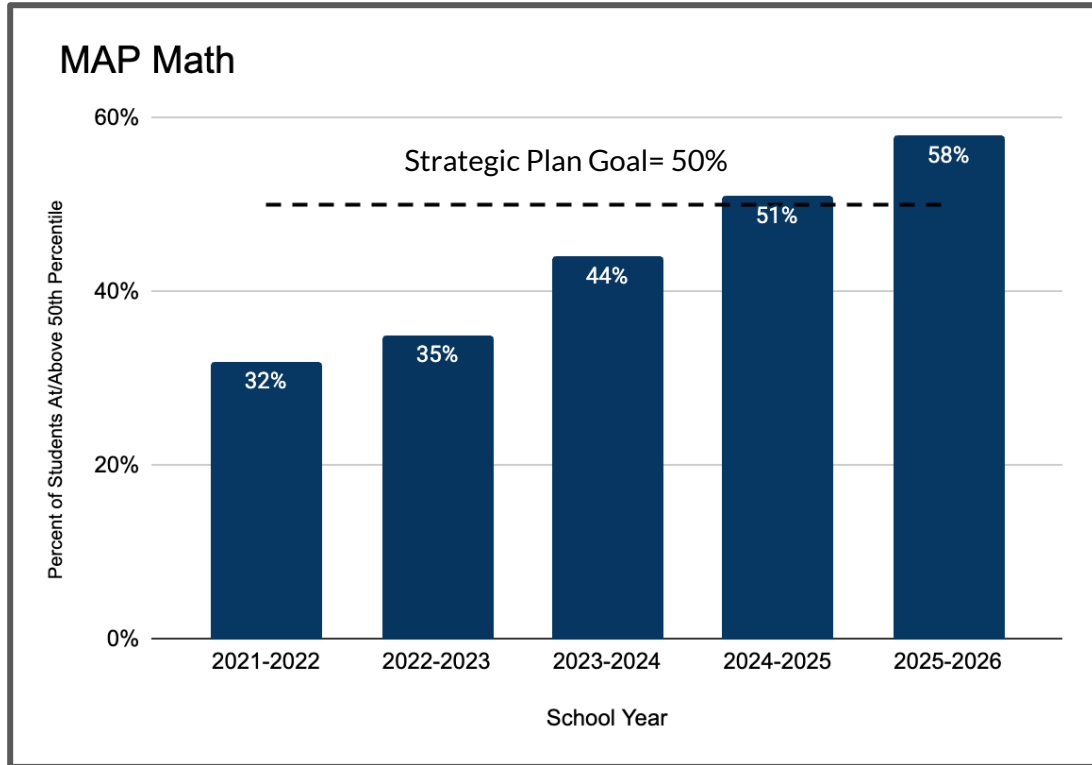


Illinois Assessment of Readiness (IAR) English Language Arts



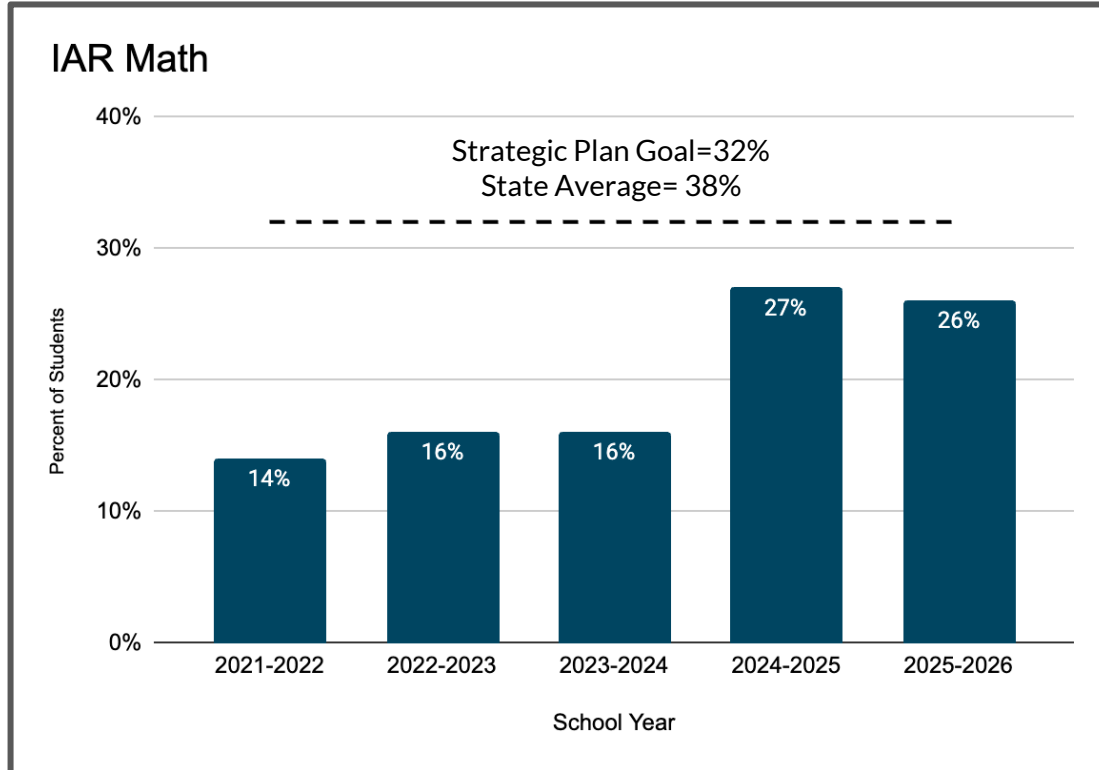


Measures of Academic Progress (MAP) Math Proficiency





Illinois Assessment of Readiness (IAR) Mathematics





Goal 2
Learning Culture of Equity,
Engagement, and Agency





Goal 2: Learning Culture of Equity, Engagement, and Agency

Goal	Strategies
<p>Cultivate a welcoming, nurturing, and student-centered learning environment that embraces student curiosity and originality, and is aligned to clear learning expectations.</p>	<p>Strategy #2: We will embed identifiable common learning expectations and tools that result in increased student agency (voice and choice) in learning experiences and a more equitable student-centered learning environment.</p> <p>Strategy #3: We will implement, in partnership with families, developmentally appropriate expectations, structures, processes, and monitoring tools that demonstrate students own their learning.</p> <p>Strategy #4: We will add new extracurricular student opportunities at elementary and middle school levels that will increase student engagement and build positive relationships.</p>

5Essentials Survey Results



Strategic Plan Goal: Strong (60) in 3 essential areas.





5Essentials Supportive Environment



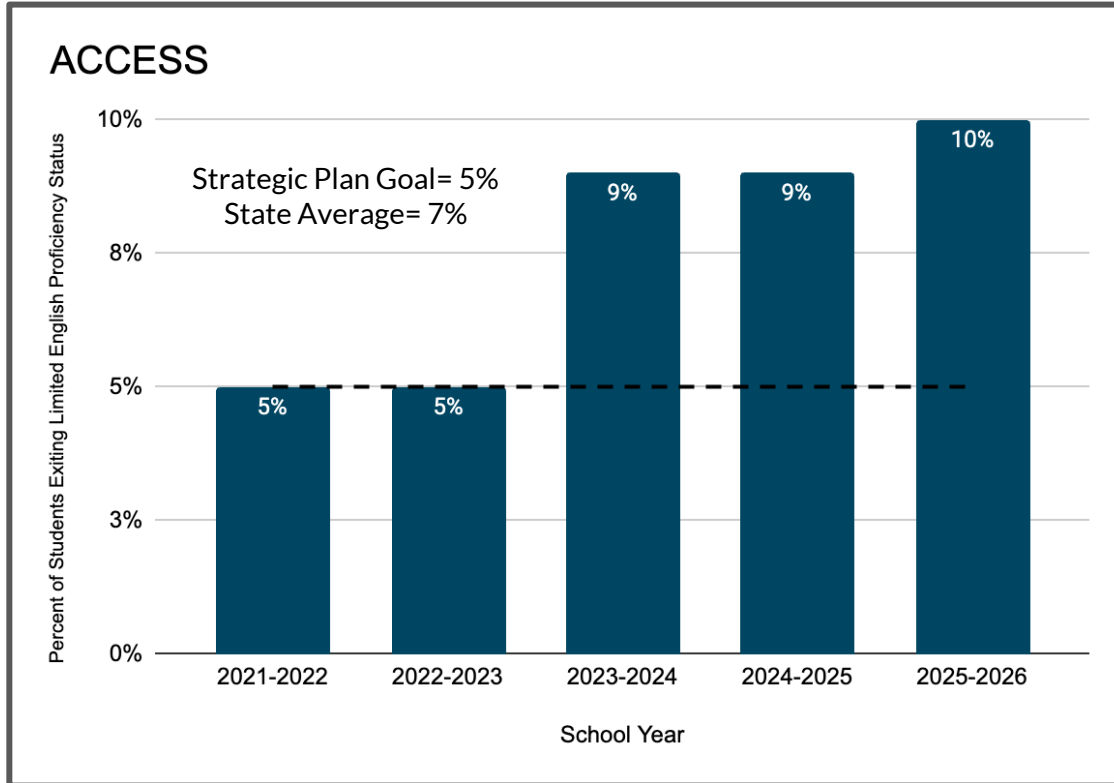
Strategic Plan Goal: Strong (60) in each essential area.

Essential Area	Respondent	2022	2023	2024	2025	2026
Supportive Environment	Students	61	53	52	48	51↑





Assessing Comprehension and Communication in English State-to-State (ACCESS) Results





Positive Behavioral Interventions & Support (PBIS) Recognition

Strategic Plan Goal: 7 Schools

2021-2022	2022-2023	Recognized 2023-2024	2024-2025	2025-2026
Baseline: 1 School Recognized	7 Schools Recognized	6 Schools Recognized	7 Schools Recognized	7 Schools Recognized

Decrease from previous year	Growth from previous year	Met Achieve 2026 Goal
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Goal 3
Professional Culture of
Teamwork and Continuous
Improvement





Goal 3: Professional Culture of Teamwork and Continuous Improvement

Goal	Strategies
<p>Embrace a culture of collaboration, inclusivity, trust, innovation, and professional growth that attracts, develops, and retains a diverse, high-quality staff.</p>	<p>Strategy #5: We will set and achieve common expectations for staff collaboration, teamwork, and shared decision-making opportunities through training, support, and shared accountability across all levels.</p>



5Essentials

Collaborative Teachers, Effective Leaders, Ambitious Instruction



Strategic Plan Goal: Strong (60) in each essential area.

Essential Area	Respondent	2022	2023	2024	2025	2026
Collaborative Teachers	Teachers	26	40	44	60	57
Effective Leaders	Teachers	34	45	44	59	61
Ambitious Instruction	Students Teacher	46	42	44	45	49





Illinois State Board of Education (ISBE) Retention of Teachers

Strategic Plan Goal: 90% of highly qualified teachers are retained.

2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
Baseline: 83.7% State: 87.6%	85.6% State: 90.2%	82.8% State: 89.6%	82% State 89.5%	

Decrease from previous year	Growth from previous year	Met Achieve 2026 Goal
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Goal 4
Family Engagement &
Community Partnerships





Goal 4: Family Engagement and Community Partnerships

Goal	Strategies
<p>Collaborate and communicate with our families and community to build strong relationships and increase equitable opportunities that help students and families thrive.</p>	<p>Strategy #6: We will foster community partnerships in order to minimize non-academic barriers, engage families, and provide experiential opportunities for students.</p>



5Essentials Involved Families

Essential Area	Respondent	2022	2023	2024	2025	2026
Involved Families	Teachers	45	51	51	57	61↑

Strategic Plan Goal: Strong (60) in each essential area.





Referral Rate for Family Liaison Contacts

Strategic Plan Goal: Maintain an 80% or greater referral rate.

2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
Baseline: 84%	79%	72%	76%	

Decrease from previous year	Growth from previous year	Met Achieve 2026 Goal
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Parent/Teacher Conference Attendance at Fall Conferences (Elementary and Preschool)

Strategic Plan Goal: 95% parent attendance.

2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
Baseline: District 89.7%	91%	88%	90%	94%

Met Achieve 2026 Goal	Growth from previous year	Decrease from previous year
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Parent/Teacher Conference Attendance at Fall Conferences (Leman Middle School)

Strategic Plan Goal: 95% parent attendance.

2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
Baseline: District 89.7%	40%	38%	44%	41%

Decrease from previous year	Growth from previous year	Met Achieve 2026 Goal
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Goal 5
Effective and Innovative
Use of Resources





Goal 5: Effective and Innovative Use of Resources

Goal	Strategies
<p>Meet the evolving needs of our students by leveraging all available resources to provide high-quality programs and services, and innovative technology and learning environments, while maintaining fiscal responsibility.</p>	<p>Strategy #7: We will upgrade existing infrastructure and provide resources to create safe, progressive, and productive learning and working environments.</p>



Illinois State Board of Education (ISBE) Financial Recognition Status

Strategic Plan Goal: Maintain a rating of 3.5 or greater.

2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
Baseline: 3.9	3.9	3.9	3.9	3.9

Decrease from previous year	Growth from previous year	Met Achieve 2026 Goal
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Balanced Budget

Strategic Plan Goal: Maintain a balanced budget.

2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
Baseline: Maintained balanced budget	Maintained balanced budget	Maintained balanced budget	Maintained balanced budget	Maintained balanced budget

Decrease from previous year	Growth from previous year	Met Achieve 2026 Goal
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Long Range Facilities Plan

Strategic Plan Goal: Annual targets met on the facilities

2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
Baseline: Completed all projects on facilities plan	Completed all projects on facilities plan	Completed all projects on facilities plan	Completed all projects on facilities plan	Completed all projects on facilities plan

Decrease from previous year	Growth from previous year	Met Achieve 2026 Goal
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Overview of Strategic Planning Team



Strategic Planning Team



Students	Families/Community	Staff	Management
<p>Carla Barrera (D33)</p> <p>Sebastian Bautista Perez (D33)</p> <p>Levi Farquhar (D33)</p> <p>Yessenia Fuentes (D33)</p> <p>Sala Habimana (D33)</p> <p>Maddie McMurray (D33)</p> <p>Colin Murphy (D33)</p> <p>Melissa Correa (D94)</p> <p>Alina Ortiz (D94)</p> <p>Oliver Ruiz (D94)</p>	<p>Valeria Farfan (Parent)</p> <p>Laura Finch (Parent)</p> <p>Amber Flammini (Parent)</p> <p>Sumera Galvez (Parent)</p> <p>John Guarrine (Parent)</p> <p>Jennifer Horkan (Parent)</p> <p>Maria Jamro (Parent)</p> <p>Dafina Krasniqi (Parent)</p> <p>Michelle Olson (Parent)</p> <p>Sara Razi (Parent)</p> <p>Samantha Reuter (Parent)</p> <p>Maria Reyes (Parent)</p> <p>Joseph Thompson (Parent)</p> <p>Jonathan Van Plew (Parent)</p> <p>Molly Beck Dean (Community)</p> <p>Teresa Ocon (Community)</p> <p>Sarah Phalen (Community)</p> <p>Emeli Solis (Community)</p>	<p>Arturo Arvizu (Wegner)</p> <p>Megan Bartlett (Leman)</p> <p>Amanda Freeman (Leman)</p> <p>Karoline Giza (Leman)</p> <p>Jennifer Glorioso (Pioneer)</p> <p>Vanessa Gorgas (IK)</p> <p>Andrea Gustafson (Wegner)</p> <p>Amy Huetson (IK)</p> <p>Shannon Kennedy (Leman)</p> <p>Kristy Klich (Currier)</p> <p>Jessica Knopp (Wegner)</p> <p>Emily Larson (Gary)</p> <p>Nicole Netzel (Wegner)</p> <p>Billy Shipp (IK)</p> <p>Stephanie Spoerl (Currier)</p> <p>Ashley Thompson (Turner)</p> <p>Jenny Totman (Turner)</p> <p>Melinda Velazquez (Gary)</p> <p>Lindsay Williams (Leman)</p> <p>Michelle Wimbish (Leman)</p>	<p>Kristina Davis (District)</p> <p>Lea Deluca (District)</p> <p>Karen Apostoli (District)</p> <p>Sarah Burnett (District)</p> <p>Cathy Park (District)</p> <p>Fred Cadena (District)</p> <p>Janet Ayala (District)</p> <p>Krissy Goebbert (District)</p> <p>Sarah Norton (District)</p> <p>Morgan Banaisak (Board)</p> <p>Anthony Hugelier (Principal)</p> <p>Maggie Lay (Principal)</p> <p>Brenda Vishanoff (Principal)</p> <p>Jenny Brunke (District Admin)</p>



Strategic Planning Process

Orientation Meeting (January 8, Virtual)

- Overview of Strategic Planning Process
- Article Reading and Discussion

Data Retreat (January 29)

- Overview of district data
- Review audit results
- SWOT Analysis (Strengths, Weaknesses, Opportunities, and Threats)

Vision Retreat (April 23)

- Review SWOT Analysis from Data Retreat
- Review survey feedback from SWOT Analysis
- Hopes, Dreams, and Aspirations activity

Setting Directions Retreat (May 7)

- Discussions of proposed plan based on survey feedback

Recommendations Meeting (May 13, Virtual)

- Review of updated statements, goals, and strategies
- Next Steps





Proposed Strategic Plan 2031



District 33 Mission

English	Spanish
<p>We equip all students to become lifelong learners who lead meaningful change, embrace diversity, and inspire innovation.</p>	<p>Equipamos a todos los estudiantes para que se conviertan en aprendices de por vida que lideran un cambio significativo, promueven diversidad e inspiran la innovación.</p>



District 33 Motto

English

Reach Higher. Achieve Together.

Spanish

Alcanzando más. Logrando juntos.



District 33 Vision

English	Spanish
<p>West Chicago (WEGO) District 33 is a thriving, inclusive community where every learner grows, leads, and shapes a better future.</p> <p>The “WE” in WEGO represents our shared commitment to:</p> <ul style="list-style-type: none">● Rigorous Learning Experiences● Engaging Learning Environments● A Safe and Supportive Culture● Student Voice and Leadership● Strong Family and Community Partnerships	<p>El Distrito 33 de West Chicago (WEGO) es una comunidad próspera e inclusiva donde cada estudiante crece, ejerce liderazgo y forja un futuro mejor.</p> <p>El «WE (nosotros)» en WEGO representa nuestro compromiso compartido con:</p> <ul style="list-style-type: none">● Experiencias de aprendizaje rigurosas● Ambientes de aprendizaje dinámicos● Una cultura segura y de apoyo● Voz y liderazgo estudiantil● Alianzas sólidas con las familias y la comunidad



District 33 Core Values

English	Spanish
<p>We are guided by these beliefs that shape our behaviors and actions:</p> <ul style="list-style-type: none">● High Expectations & Accountable Learning● Safety & Belonging● Student Voice & Choice● Engaging & Innovative Learning● Collaboration & Partnerships	<p>Nos guiamos por estas creencias que orientan nuestros comportamientos y acciones:</p> <ul style="list-style-type: none">● Altas expectativas y aprendizaje responsable● Seguridad y pertenencia● Voz y decisión estudiantil● Aprendizaje dinámico e innovador● Colaboración y alianzas



District 33 Portrait of a Graduate

English	Spanish
<ul style="list-style-type: none">● Clear Communicator● Collaborator● Critical Thinker & Problem Solver● Empathetic● Culturally Aware● Resilient● Technologically Adaptable● Advocate for self & others	<ul style="list-style-type: none">● Comunicador claro● Colaborador● Razonador crítico y solucionador de problemas● Empatico● Culturalmente consciente● Resiliente● Se adapta a la tecnología● Aboga por sí mismo y otros



Goal Champions Proposed Goals/Strategies



Goal 1: Student Achievement

English	Spanish
<p>By 2031, the district will demonstrate measurable growth and achievement in rigorous academic, physical, and social-emotional standards, with reduced disparities among student groups.</p>	<p>Para el año 2031, el distrito demostrará un crecimiento medible y un rendimiento en estándares rigurosos académicos, físicos y socioemocionales, reduciendo las brechas entre grupos de estudiantes.</p>





Goal 1: Student Achievement

Strategies (English)	Strategies (Spanish)
<p>Strategy 1: Ensure coherence across curriculum, instructional practices, and assessment systems to provide clear expectations and meaningful learning experiences for all students.</p> <p>Strategy 2: Strengthen our Multi-Tiered Systems of Support (MTSS) to identify and eliminate barriers to success to meet the academic and behavioral needs of all student groups.</p>	<p>Estrategia 1: Asegurar la coherencia entre el currículo, las prácticas instruccionales y los sistemas de evaluación para proporcionar expectativas claras y experiencias de aprendizaje significativas para todos los estudiantes.</p> <p>Estrategia 2: Fortalecer nuestros Sistemas de Apoyo de Niveles Múltiples (MTSS) para identificar y eliminar las barreras al éxito, a fin de satisfacer las necesidades académicas y conductuales de todos los grupos de estudiantes.</p>



Goal 2: Engaged Learning

English

By 2031, the district will cultivate a supportive, inclusive, and engaging school environment where all students feel safe, connected, and motivated to participate in their learning community.

Spanish

Para el año 2031, el distrito fomentará un ambiente escolar de apoyo, inclusivo y estimulante, en el que todos los estudiantes se sientan seguros, conectados y motivados para participar en su comunidad de aprendizaje.





Goal 2: Engaged Learning

Strategies (English)	Strategies (Spanish)
<p>Strategy 1: Enhance learning experiences to promote student voice, choice, inquiry, and real-world application across all grade levels and content areas.</p> <p>Strategy 2: Implement consistent, district-wide practices that promote belonging, positive behavior, and culturally responsive environments for all students.</p>	<p>Estrategia 1: Mejorar las experiencias de aprendizaje para promover la voz, la decisión, la exploración y la aplicación en el mundo real de los estudiantes en todos los niveles educativos y áreas de contenido.</p> <p>Estrategia 2: Implementar prácticas consistentes en todo el distrito que promuevan el sentido de pertenencia, el comportamiento positivo y ambiente culturalmente receptivos para todos los estudiantes.</p>



Goal 3: Strong Teams

English	Spanish
<p>By 2031, the district will develop and sustain a collaborative professional culture that attracts, grows, and retains a diverse, highly effective workforce.</p>	<p>Para el año 2031, el distrito desarrollará y mantendrá una cultura profesional colaborativa que atraiga, desarrolle y retenga una fuerza laboral diversa y altamente eficaz.</p>





Goal 3: Strong Teams

Strategies (English)	Strategies (Spanish)
<p>Strategy 1: Set and achieve high expectations for staff collaboration, teamwork, and decision-making that are rooted in a shared belief in every student’s potential.</p> <p>Strategy 2: Establish and sustain quality professional learning structures that promote continuous improvement, collaboration, and shared accountability.</p>	<p>Estrategia 1: Establecer y alcanzar altas expectativas para la colaboración del personal, el trabajo en equipo y la toma de decisiones, basadas en la creencia compartida en el potencial de cada estudiante.</p> <p>Estrategia 2: Establecer y sostener estructuras de aprendizaje profesional de alta calidad que promuevan la mejora continua, la colaboración y la responsabilidad compartida.</p>

Goal 4: Family & Community Partnerships

English	Spanish
<p>By 2031, the district will deepen family and community partnerships to expand opportunities that directly benefit the well-being and success of students and families.</p>	<p>Para el año 2031, el distrito profundizará las alianzas familiares y comunitarias para ampliar las oportunidades que beneficien directamente el bienestar y el éxito de los estudiantes y las familias.</p>



Goal 4: Family & Community Partnerships

Strategies (English)	Strategies (Spanish)
<p>Strategy 1: Create clear, consistent, and culturally responsive communication systems that encourage all families to stay informed, share feedback, and engage in their child’s school experience.</p> <p>Strategy 2: Collaborate with local organizations and families to provide integrated supports, meaningful learning experiences, and shared decision-making opportunities that promote student success and well-being.</p>	<p>Estrategia 1: Crear sistemas de comunicación claras, coherentes y culturalmente sensibles que alienten a todas las familias a mantenerse informadas, compartir sus comentarios y participar en la experiencia escolar de sus hijos.</p> <p>Estrategia 2: Colaborar con organizaciones locales y familias para brindar apoyos integrados, experiencias de aprendizaje significativas y oportunidades de toma de decisiones compartida que promuevan el éxito y el bienestar de los estudiantes.</p>



Goal 5: Smart Resources

English

By 2031, the district will ensure access to high-quality programs, services, and learning environments by strategically aligning resources while maintaining long-term fiscal sustainability and transparency.

Spanish

Para el año 2031, el distrito garantizará el acceso a programas, servicios y ambientes de aprendizaje de alta calidad mediante la alineación estratégica de los recursos, manteniendo la sostenibilidad fiscal a largo plazo y la transparencia.





Goal 5: Smart Resources

Strategies (English)	Strategies (Spanish)
<p>Strategy 1: Implement budgeting and resource allocation processes that directly support district goals and prioritize student and staff needs.</p> <p>Strategy 2: Create systems that ensure high-quality programming and operations while evaluating effectiveness and replicating successful practices.</p>	<p>Estrategia 1: Implementar procesos de presupuestación y asignación de recursos que respalden directamente los objetivos del distrito y prioricen las necesidades de los estudiantes y del personal.</p> <p>Estrategia 2: Crear sistemas que garanticen una programación y unas operaciones de alta calidad, evaluando resultados y reproduciendo las prácticas que generan éxito.</p>



THANK YOU.

Questions?

