



School City of
East Chicago



100 Day Plan Report

An overview of what was completed during
the 100 days by the superintendent.



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Dear Stakeholders,

Since July 1, 2024, I have been actively involved in becoming acquainted with the School City of East Chicago community – the students, staff, administrators, parents, and other community stakeholders. Sara Lawrence Lightfoot, a renowned sociologist, speaks of the importance of capturing a portrait of the landscape– the culture of schools, the patterns and structures of classroom life, etc. In order to create this portrait, I have interacted with our students during class, arrival, lunch, hallway transitions, and special events such as Lunch with Someone Special. I have met with the staff at each building to provide a forum for them to share how we can better at improving student learning outcomes and teacher retention. I have engaged stakeholders in the school and in the community. But most importantly, I have visited classrooms. I have seen teachers delivering instruction; I have witnessed students attending to the task assigned. I have observed classroom routines. I have captured evidence of student-teacher relationships and rapport. There are teachers who come to work regularly and genuinely care about our scholars. There are staff who go above and beyond their job description daily.

There are school leaders who come early and stay late to make sure their buildings are ready for students every day. I have listened to staff share their concerns for both students and colleagues. They are concerned about the learning loss as a result of the pandemic. They are concerned about the national teacher shortage and the local staff shortage. They are concerned about the social-emotional health of our scholars as well as our staff. This report does not paint a complete portrait of the School City of East Chicago, and it does not intend to do so. What I have learned during my first 100 days is critical for me in my role as Superintendent in order for me to better support our school leaders, our staff, and most importantly, our students in order for us to ***move with intention and execute with purpose.***

Respectfully,



Stephen D. Bournés, Ed.D.
Superintendent



100 Day Entry Plan At-a-Glance



Day 1-30	Day 31-60	Day 61-100
✓ Meet & Greet the Superintendent	✓ School Visits	Instructional Audits (Postponed until January)
✓ School Board One-on-Ones	✓ Partner Meetings	✓ Town Halls
✓ Principal One-on-Ones	Teacher Professional Development	PTA Meetings*
✓ Administrator One-on-Ones	Principal Coaching	✓ School Visits
✓ School Level Data Conversations	✓ Principal Professional Development	✓ Community Forums
✓ Strategic Planning	✓ School Board Retreat	✓ 100 Day Summary

Focus Areas



Mission, Vision, & Strategic Plan



Student Outcomes:
Attendance,
Literacy, &
Graduation Rate



Teacher Retention

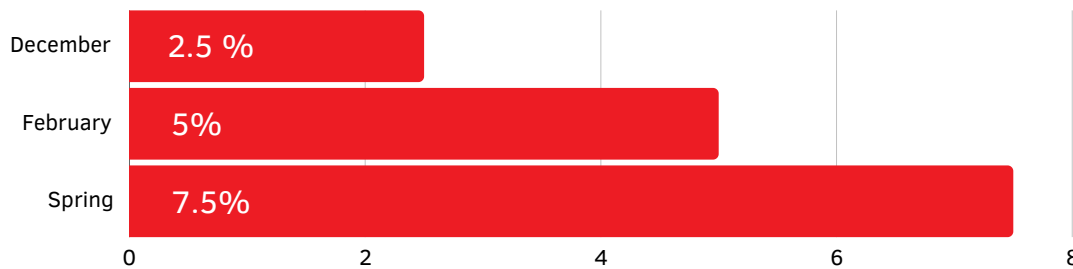


Community & Civic Partnerships

Superintendent Goals 2024-2025



Goal 1: The superintendent will increase enrollment from 2023-2024 baseline (3,088) by



Goal 2: The superintendent will increase reading and math proficiency by 10% from the 2024 baseline by June 2025.

- The superintendent will ensure the diverse needs of disadvantaged students are addressed to support them in reaching these goals.



Goal 3: The Superintendent will increase graduation by 10% from the 2024 graduation rate by June 2025.



Goal 4: The Superintendent will ensure that no more than 10% of teaching staff are not retained.

- Convert the 10% of uncertified teachers and deans to certified by Spring 2024.
- Create a teacher retention plan presented to the board by October 2024. The plan may include Referral bonuses for staff.
- Create a plan for substitute teachers.



Goal 5: The Superintendent will develop a community engagement plan by September 2024.

- Create a well-maintained district facebook page updated daily with 500 followers by December 2024 and 1000 by Spring 2025.
- Hold monthly meetings with the community in the form of town halls, PTA, community events, other stakeholders, meet and greets, etc.
- Create a Parent University Plan by April 2025.
- Maximize and monitor use of billboards, newsletters as a form of communication with the public.

Summary of Activities

- Filmed video messages to communicate to stakeholders.
- Started formal observations of school leaders facilitating either a data meeting, PLC or post-observation conference.
- Participated in/facilitated ongoing meetings with central office leadership teams including: Cabinet meetings, budget meetings, etc.
- Created a new hashtag for branding purposes.
- Published first newsletter.
- Created a Stay Interview Form.
- I visited classrooms in every school.
- I conducted walkthroughs with the principals.

Community Engagement

Attended the following events:

- Calumet Day
- East Chicago Central High School Alumni Awards Reception
- Distinguished Males Event
- Back to School Rally
- WOW Fest
- Salsa in the Park
- Union Benefica Mexicana Parade

Opportunities to Listen

- Facilitated 15 **Town Hall Meetings** for both Staff and Community at Carrie Gosch Early Learning Center, Block Middle School, East Chicago Central High School, Lincoln Elementary School, Harrison Elementary School, McKinley Elementary School, Washington Elementary School and the transportation department.
- Held **one-on-one meetings** with every school leader and central office administrator.
- Met with the following sub-groups: counselors, English Learners specialists, psychologists, instructional coaches.



Stakeholder Engagement



During my first 100 days, I met with the following community stakeholders to discuss programs, partnerships, and opportunities for our students.

- Black Ministerial Alliance
- Top 20
- JE Wade Ministries and One Church One School
- Milton Reed and
- Public Works
- Parks and Recreation
- Purdue University Northwest
- State Representative Earl Harris,
- Calumet Electric
- Johnson Controls
- Chief Rivera, East Chicago Police Department
- TRIO- Purdue Northwest
- Center for Workforce Innovation (CWI)
- Chancellor Marco Rodriguez, Ivy Tech
- Delta Sigma Theta Sorority, Inc. Education Foundation
- Dr. Yvonne Stokes, Superintendent, Gary Public School Corporation
- Mekia Hearn, AVID
- Marla Spann, Public Library
- Geminus
- Catholic Charities

Ongoing Structures for Engagement

Formed **Superintendent Advisory Panel (SAP)** - teacher representatives from each building to provide feedback and input on efforts to improve student outcomes and teacher retention.

Town Halls - forum for staff to share feedback and concerns and update with them regarding progress of initiatives.



Monthly Check Ins with and East Chicago Federation of Teachers Local 511 and SEIU to address labor relations.



Findings from Town Hall Meetings

Town Hall meetings were held at each school. The Superintendent facilitated an open discussion about the following topics: **Improving Student Achievement and Teacher Retention. Below are the top 12 comments brought up by multiple staff during town hall meetings:**

Following are staff comments grouped in these categories: human resources/finance, human resources/staff, academics, SPED/Support Services, Professional Development, Operations and Other.

Human Resources/Finance

Issue

- Salaries: New hires making more than experienced teachers.
- Substitute Teacher Compensation: Can paras get a stipend if they sub for a teacher.
- Retirement Plan: Some staff don't have pensions.

Human Resources/Staffing

Issue

- Classroom Aides: There is a need for more aides.
- Administration Turnover: There has been some turnover in building leadership.
- Substitute Teachers: The lack of subs causes teachers to have cover and split classes.

SPED Support Services

Issue

- Support English Learners: Population growing, not enough support to communicate to non-English speaking families.

Operations

Issue

- Staff certification: Staff want to take advantage of this benefit but there are challenges.
- Communication: Last minute or no communication at all.

Other

Issue

- Supplies: Teachers want paper
- Appreciation: Staff want more recognition from central office and building leadership.
- Change: There has been a lot of change.

Implications & Critical Next Steps



Here are some implications for practice as well as my critical next steps as a result of my first 100 days.

Increasing inter-rater reliability for school leaders.

Increase opportunities for best practice sharing between school leaders.

Coordinate with the Offices of Human Resources and the Chief Financial Officer to identify suggestions for teacher retention that can be implemented this school year, next school year or not feasible to be implemented.

Identify exemplary classroom instruction.

Provide opportunities for school leaders to visit exemplary classroom instruction at other buildings/campuses.

These action steps need to be implemented during the second 100 days of schools and will involve the coordinated efforts of other central office leadership.

Focus Area Enrollment



Goal 1: The superintendent will increase enrollment from 2023-2024 baseline (3,088) by 2.5% by December, 5% by February, and 7.5% by Spring 2025.

Student Performance

The most ideal way to increase enrollment is to transform SCEC into an academic force to be reckoned with. This involved hiring and retaining highly qualified staff and increasing student achievement on assessments.

Increasing Community Presence

Amplify SCEC's presence in the community by showcasing student art, participating in community events, and billboard campaigns.

Project 700

Target students who have left the school city with an intentional campaign to reclaim them.

Increasing Social Media Presence

Increase digital footprint via Facebook, X, LinkedIn, and Instagram.

Increasing Curricular and Extracurricular Activities

Develop a K12 athletics and extra-curricular plan that supports fine arts (art, music, drama, dance, etc.) during the school day, after school, weekends and summer.

Upgrading Facilities

Families enroll their students in buildings that are safe, secure and inviting. Create a short-term and long-term facilities plan that includes beautifying buildings and grounds, upgrading the HVAC systems city-wide.

Technology Plan

Create a long-term technology plan that accounts for anticipated technology trends and supports students as 21st century learners.

Safety Plan

Families enroll their students in buildings that are safe and secure. Create a long-term safety plan that includes complying with local, state and federal recommendations for building safety and training staff to be responsive to threats. Address student behavior to prevent and reduce violence.

Focus Area: Student Outcomes – Attendance, Literacy, & Graduation Rate.



Goal 2: The Superintendent will increase reading and math proficiency by 10% from the 2024 baseline by June 2025. The superintendent will ensure the diverse needs of disadvantaged students are addressed to support them in reaching these goals.

Instructional Audits

Conduct instructional audits of Tier I instruction as well as small group instruction

Professional Development Plan

Use data from audits to plan for ongoing professional development of administrators and differentiated professional learning needs for staff. Including using data to achieve student outcomes.

Professional Learning Communities (PLCs)

Increase accountability to student outcomes using PLCs.

Instructional Monitoring

Monitor the fidelity of implementation of supplemental programs and software.



Goal 3: The Superintendent will increase graduation by 10% from the 2024 graduation rate by June 2025.

Credit Recovery

Evaluate the current credit recovery program.

Skill Recovery

Implement interventions at marking periods before the semester credit is lost for 9th, 10th and 11th grade students.

Graduation Coach

Hire staff to support graduation interventions for off track seniors; to support counselors.

Career Readiness Fair

Hold an annual fair for students to expose them to post-secondary opportunities in college, careers, and the military.

FAFSA Completion

Work with university partners to achieve 100% FAFSA completion.

University Partnerships

Increase university partnerships to increase dual credit and dual enrollment opportunities for students.

Future Ready Celebration

Hold an annual ceremony for students who have earned a credential and/or college credit.

Focus Area: Teacher Retention



Goal 4: The Superintendent will ensure that no more than 10% of teaching staff are not retained.

- Convert the 10% of uncertified teachers and deans to certified by Spring 2024.
- Create a teacher retention plan presented to the board by October 2024. The plan may include Referral bonuses for staff.
- Create a plan for substitute teachers

SCEC Teacher Retention Plan Draft

Superintendent Advisory Panel (SAP)	A representative from each building will participate in the superintendent advisory panel to provide feedback on teacher retention efforts. This panel will meet monthly. Their first meeting will be in November.
Recognition	<ul style="list-style-type: none">• Recognize staff longevity at the beginning of the school year at convocation with certificates and pins for five, ten, fifteen, twenty, twenty-five and twenty-five plus.• Recognize retirees formally with certificates and plaques at an annual retirement dinner.
Appreciation	<ul style="list-style-type: none">• Identify groups of staff to be recognized each month in addition to annual appreciation days.• Recognize the entire staff for teacher appreciation day (May) at the building and district level.
Tuition Reimbursement	<ul style="list-style-type: none">• Refine tuition reimbursement and maximize the use of Title II funds to incentivize it.• Work human resources to monitor staff enrolled in certification programs.• Work with legal to draft an agreement to hold staff accountable who withdraw from a certification program and/or separate from the district.
Leader Pipeline	<ul style="list-style-type: none">• Develop a leadership pipeline program to identify current staff who have a desire to be an educational leader.• Work with university partners to bring a cohort to the campus for teachers to attend a Master's Degree in Educational Leadership.• Work with Foundations, Chicago State, and Golden Apple to bring a Grow Your Own program to Indiana.
Certification Support	<ul style="list-style-type: none">• Work with university partners to identify staff who are not certified to bring a cohort to campus to support emergency permit teachers in the program.• Work with National Board Certification to bring a cohort to campus for teachers and counselors interested in national board certification.
Teacher of the Year	We will have teacher and support staff of the year as our last recognition effort. Each building will have two winners and there will be district-wide winners as well. A ceremony will be planned during a board meeting.

Mentoring	Implement a mentoring program for new teachers and teachers on improvement plans. Allocate stipends for mentors through Title II.
Title II	Review and evaluate the existing Title II application. Maximize the allocation of funds to support teacher and staff retention through the use of professional development, instructional coaching and leadership development.
Instructional Coaching	Tier teachers to target job-embedded coaching from principals and instructional coaches for those teachers identified as “Needs Improvement.”
Leader Development	Increase leadership capacity to support teachers through job-embedded coaching by training principals and assistant principals on coaching-feedback cycles.
Substitute Teacher	The district plans to partner with staffing vendors to provide substitute teachers as well as other staff.
Exit Interviews	We have digitized our exit interviews and now we will be able to collect the data and analyze it for trends. The data collected will help improve teacher retention.
Stay Interviews	We have created stay interviews. These surveys will be distributed to staff in order to improve teacher retention.
Longevity Bonus	Partner with industry partners and chamber of commerce to establish a fund to provide stipends for staff who have longevity each year.
Communication Plan	Plan for the sharing of this plan with staff and the community.

Focus Area: Community & Civic Engagement



Goal 5: The Superintendent will develop a community engagement plan by September 2024.

- Create a well-maintained district facebook page updated daily with 500 followers by December 2024 and 1000 by Spring 2025.
- Hold monthly meetings with the community in the form of town halls, PTA, community events, other stakeholders, meet and greets, etc.
- Maximize and monitor use of billboards, newsletters as a form of communication with the public.

SCEC Communication Plan Draft

Develop a district-wide communication plan that is sensitive to the needs and interests of key audiences served and that makes clear what the school district is trying to accomplish. It will contain the following:

Monthly Newsletters	Each newsletter will contain a superintendent message, a feature story, a board president message, and sections for school highlights, a list of special events, and an alumni spotlight.
WJOB	Each month the superintendent will have a regularly scheduled interview to promote SCEC.
Facebook Campaign	The goal is to increase the number of followers from the baseline of 270 followers to 500 by the end of the 2024-2025 school year.
Yard Sign Campaign	<p>A series of yard signs will be created to increase presence in the community.</p> <ul style="list-style-type: none">• Proud Home of a Cardinal -Fall• Cardinal Honor Roll -Winter• Proud Graduate of School City of East Chicago -Spring
Social Media Presence	Create a district hashtag to increase digital footprint: #sceccardinalnation
SCEC Calendar	Our students in Digital Design will design a 2025 calendar to promote SCEC programs and activities.
Holiday Greeting Card	Our students in Digital Design will design greetings cards that will be used to promote SCEC students and activities.
Marquee	A plan for the use of the new digital marquees will be created to keep the community informed and recognize students and staff.
Billboard Campaign	Billboards will be used to increase enrollment. A Billboard schedule will be created so that each school gets an opportunity to promote their programs.
Hire Coordinator of Communication and Public Relations	A Coordinator of Communications and Public Relations will be hired to implement this communication plan, monitor branding and devise a marketing plan.

Controlling Our Narrative

In an effort to control the narrative of the School City of East Chicago, each principal/school has their own social media page and are required to post once a week.

Other Actions to Consider:

- Create a set of guidelines on how robocalls, social media, district website, and newsletters will be used to inform internal and external audiences.
- Redesign the district website to be consistent with district beliefs, vision, and mission.
- Develop a district mobile app
- Host face-face community interactions to build support from parents, as well as business/community leaders.

September	Parent
October	Community
November	Businesses
December	Parent
January	Community
February	Businesses
March	Parent
April	Community
May	Businesses
June	Community

- Develop criteria to ensure that all district communication aligns with the direction of the school district.

Moving with Intention

And Executing with Purpose!



**School City of
East Chicago**

PREPARED BY:

Stephen D. Bournés, Ed.D.

I want to take a moment to express my heartfelt gratitude for your continued support and commitment to our district. Together, we are making great strides in fostering a learning environment that empowers our students to succeed and thrive.



FOR MORE INFORMATION



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