

DIRECTOR OF STUDENT SERVICES EMPLOYMENT AGREEMENT

AGREEMENT made between the **BOARD OF EDUCATION OF KENILWORTH SCHOOL DISTRICT NO. 38**, COOK COUNTY, ILLINOIS, hereinafter referred to as the "Board," and **CARRIE DE LA CRUZ**, hereinafter referred to as the "Director of Student Services."

WHEREAS, the Board finds that the Director of Student Services has met the student performance and academic improvement goals, as previously established by the Board.

W I T N E S S E T H:

A. EMPLOYMENT AND COMPENSATION

1. The Board hereby employs the Director of Student Services for four (4) years commencing July 1, 2025, and terminating on June 30, 2029, with such responsibilities and duties in that connection as may be fixed by the Board in this Agreement and in its policies, rules, and regulations.
2. The Board shall pay to the Director of Student Services an annualized salary of ONE HUNDRED SEVENTY-EIGHT THOUSAND FOUR HUNDRED TWENTY-SEVEN DOLLARS AND FIFTY-THREE CENTS (\$178,427.53) for the 2025-2026 contract year in equal installments in accordance with the rules of the Board governing payments of other administrative staff members in the District. The Director of Student Services' annual salary for future contract years covered by this Agreement will be determined by the Board after the Superintendent's review of the Director of Student Services' performance in accordance with paragraph F, provided that any such annual salary shall not be less than the Director of Student Services' salary for the prior contract year. The Director of Student Services hereby accepts employment upon the terms and conditions hereinafter set forth.
3. In addition to the annual salary stated in paragraph A.2 of this Agreement, the Board shall make a contribution on behalf of the Director of Student Services to the State of Illinois Teachers' Retirement System ("TRS"), in satisfaction of the Director of Student Services' entire required (9.0%) retirement contribution to TRS. It is the intention of the parties to qualify all such payments paid by the Board on the Director of Student Services' behalf as employer payments pursuant to Section 414(h) of the *Internal Revenue Code of 1986*, as amended. The Director of Student Services does not have any right or claim to these amounts except as they may become available at the time of retirement or resignation from TRS. Both parties acknowledge that the Director of Student Services did not have the option of choosing to receive the contributed amounts directly, instead of having such contributions paid by the Board to TRS, and that such contributions are made as a condition of employment to secure the Director of Student Services' future services, knowledge, and experience.
4. Any salary or other modification made during the term of this Agreement shall be in the form of a written amendment and shall become a part of this Agreement, but such modification shall not be construed as a new Agreement with the

Director of Student Services, or as an extension of the termination date of this Agreement.

5. During the term of this Agreement, the Director of Student Services shall hold a valid Professional Educator License and Endorsement issued by the State of Illinois Teachers' Certification Board qualifying her to act as a Director of Student Services for the District. The Director of Student Services shall also be a qualified evaluator for teachers.
6. The Director of Student Services acknowledges that by accepting the terms of the multi-year Director of Student Services' Employment Agreement, the Director of Student Services waives any right to tenure or continued contractual service in the School District for the duration of this multi-year contract or any multi-year contract extension pursuant to Section 5/10-23.8a of *The School Code*.

B. DUTIES

1. The Director of Student Services shall be responsible for the performance of those essential duties set forth in the District's job description for this position attached as Appendix A. The Director of Student Services shall also perform those duties and obligations imposed by the laws and regulations of the State of Illinois, by the policies, rules, and regulations of the Board, and all such other duties as may be assigned by the Superintendent and/or the Board.

C. BENEFITS

1. The Board will provide the Director of Student Services with the following benefits:

- a. Full-family health, dental and long-term disability insurance coverage, as provided under the programs effective in the District;
- b. Term life insurance in the amount of \$100,000, as provided under the program effective in the District; and
- c. Liability insurance, as provided to other District administrators, and in accordance with Section 10-20.20 of *The School Code*.

2. The Director of Student Services shall be entitled to paid vacation of twenty (20) working days per contract year during the term of this Agreement, to be used as mutually agreed upon by the Director of Student Services and the Superintendent. Vacation days must be taken within the contract year. Payment for any unused vacation days upon separation of employment will occur thirty (30) days after the Director of Student Services' final workday and final paycheck.

The Director of Student Services shall also be entitled to all legal school holidays observed by the District. Winter, Spring, and Summer recess periods shall constitute working days unless specifically scheduled and credited toward the vacation days listed above.

3. The Director of Student Services shall be granted sick leave, as defined in Section 24-6 of *The School Code*, of thirteen (13) working days per contract year during the term of this Agreement. Unused sick days may be accumulated to a maximum of three hundred sixty (360) days. The Director of Student Services shall not be entitled to payment for any accrued but unused sick leave upon separation of employment from the District for any reason.
4. The Director of Student Services shall be granted personal leave of five (5) working days per contract year during the term of this Agreement which may also be used as sick leave. Earned, unused personal days shall carry over into the next school year without limit and shall be added to the Director of Student Services' balance of sick leave. The Director of Student Services shall not be entitled to payment for any accrued but unused personal leave upon separation of employment from the District for any reason.
5. The Director of Student Services shall be reimbursed for District business travel in her personal vehicle at the IRS approved mileage reimbursement rate.
6. The Director of Student Services shall be reimbursed for participation in professional development courses and activities and up to one thousand dollars (\$1,000.00) per contract year for dues and membership fees to professional organizations. All professional development courses or activities and/or memberships in professional organizations must be approved, in advance, by the Superintendent to qualify for reimbursement.

D. TERMINATION

1. This Agreement may be terminated by:
 - a. Mutual agreement of the parties;
 - b. Permanent disability (as defined below) of the Director of Student Services;
 - c. Discharge of the Director of Student Services for cause (as defined below);
 - d. Resignation, provided, however, the Director of Student Services shall provide the Board at least one hundred and twenty days (120) days advance written notice of the resignation; or
 - e. Death of the Director of Student Services.

2. Permanent Disability

The Board may terminate this Agreement for reasons of permanent disability or incapacity at any time after the Director of Student Services has exhausted her accumulated sick leave, personal leave, and vacation benefits, has been absent from her employment for a continuous period of three (3) months, or presents to the Board upon request a physician's statement certifying that she is permanently

disabled or incapacitated. All contractual obligations of the Board shall cease upon written notice of termination for permanent disability or incapacity, provided that the Director of Student Services shall be entitled to a meeting before the Board if she so requests. The Board reserves the right to require the Director of Student Services to submit to a medical examination, either physical or mental, whenever the Board deems the Director of Student Services disabled. Such examination shall be performed by a physician licensed to practice medicine in all its branches, who is mutually selected and paid for by the Board. The Director of Student Services expressly agrees that the physician shall prepare a detailed report of the state of her physical and/or mental health and submit it to the Board.

3. Discharge for Cause

Discharge for cause shall be for any conduct, act, or failure to act by the Director of Student Services which is detrimental to the best interests of the District, or for violation of this Agreement. Reasons for discharge for cause shall be given in writing to the Director of Student Services, who shall be entitled to notice and an opportunity to request a hearing before the Board to discuss such causes. If the Director of Student Services chooses to be accompanied by legal counsel, she shall bear any costs therein involved. The Board hearing shall be conducted in closed session.

4. Early Termination

If the Director of Student Services' employment is terminated by the Board or the Director of Student Services pursuant to Paragraph D(1) prior to the expiration date of this Agreement or any contract extension, no further salary, payments, compensation or benefits shall be payable to the Director of Student Services under this Agreement after the date of such termination.

E. STUDENT PERFORMANCE AND ACADEMIC IMPROVEMENT GOALS

The Director of Student Services acknowledges that pursuant to Section 10-23.8a of *The School Code*, this multi-year Agreement is subject to performance-based goals which are linked to student performance and academic improvement attributable to the responsibilities and duties of the Director of Student Services. The Director of Student Services' student performance and academic improvement goals are attached hereto as Appendix B. As part of the Director of Student Services' annual evaluation, the Director of Student Services and Superintendent shall meet to review the Director of Student Services' progress towards meeting the student performance and academic improvement goals. The Superintendent will review and assess the Director of Student Services' overall performance on an annual basis based upon the student performance and academic improvement goals, and any other objectives established by the Board. The Board reserves the right to annually adjust or modify the student performance and academic improvement goals listed herein and to establish other goals and objectives for the Director of Student Services.

F. EVALUATION

The Superintendent will annually review and assess the Director of Student Services' performance by March 1 of each contract year. The Superintendent will prepare a written summative evaluation based upon a review and assessment of the Director of Student Services' progress towards meeting the student performance and academic improvement goals.

G. NOTICE

All notices under this Agreement shall be deemed sufficient if given in writing and served upon the Director of Student Services and the President of the Board personally or by certified mail, return receipt requested, addressed as follows:

- (1) ***If to the Board:***
Board of Education
Kenilworth School District No. 38
542 Abbotsford Road
Kenilworth, IL 60043
- (2) ***If to the Director of Student Services:*** last known address on record with the District.

H. MISCELLANEOUS

1. This Agreement is subject to *The School Code*, the regulations of the State Board of Education and the Superintendent of the Educational Service Region of Cook County, and the policies of the Board.
2. This Agreement contains all the terms agreed upon by the parties with respect to the subject matter of this Agreement and supersedes all prior agreements, arrangements, and communications between the parties, whether oral or written, concerning such subject matter. Except as may otherwise be provided herein, no subsequent alteration, amendments, change or addition to this Agreement shall be binding upon the parties unless reduced in writing and duly authorized and signed by each of the parties.
3. This Agreement has been executed in the State of Illinois and shall be governed in accordance with the laws of Illinois. If any provision of this Agreement is deemed illegal or unenforceable for any reason, the remainder of the Agreement shall remain in full force and effect.
4. Section headings and paragraph numbers have been inserted for convenience of reference only. In the event of any conflict between any such headings or numbers and the text of this Agreement, the text shall control.
5. This Agreement may be executed in one or more counterparts each of which shall be considered an original, and all of which taken together shall be considered one and the same instrument.
6. This Agreement shall be binding upon and inure to the benefit of the Director of

Student Services, her successors, assigns, heirs, executors, and personal representatives, and shall be binding upon, and inure to the benefit of the Board, its successors, and assigns.

IN WITNESS WHEREOF, the parties have caused this Agreement to be executed in their respective names and, in the case of the Board, by its President and Secretary on the dates set forth below.

DIRECTOR OF STUDENT SERVICES

Date: _____

**BOARD OF EDUCATION OF
KENILWORTH SCHOOL DISTRICT NO.
38, COOK COUNTY, ILLINOIS**

By: _____
President

Date: _____

ATTEST:

By: _____
Secretary

Date: _____

APPENDIX A
DIRECTOR OF STUDENT SERVICES JOB DESCRIPTION

Job Title: Director of Student Services

District Name: Kenilworth School District 38

Address: 542 Abbotsford Rd., Kenilworth, IL 60043

Phone Number: 847-853-3802

Region: Cook North

County: Cook

Type of Employment: Full-time Permanent

Job Category: Administration

Salary/Benefits: 12-Month Contract, Competitive Salary and Benefits

Supervisor: Superintendent

Summary

The Director of Student Services supports the District by establishing a safe, healthy, and inclusive community and learning environment that empowers all students to develop the skills to achieve the *Portrait of a Sears Graduate*.

The Director of Student Services leads in organizing and fostering a positive, safe environment that is conducive to best meeting the needs of all students, staff, and parents. This includes such responsibilities as leading, directing, counseling, and supervising a variety of personnel and programs; creating effective parent, teacher, and child communications; supporting, encouraging, mentoring, and evaluating staff; fostering teamwork between teachers and among staff and parents; and managing budget items. The Director of Student Services supports all aspects of District functioning with an emphasis on special education, social work services, English learners, and health services.

Essential Duties

1. **Living a Mission and Vision Focused on Results.** The Director of Student Services works with the staff and community to build a shared mission, and vision of high expectations that ensures all students are on the path to college and career readiness, and holds staff accountable for results.
 - a. Supports efforts to create and implement a vision for the school and defines desired results and goals that align with the overall school vision and lead to student improvement for all learners
 - b. Ensures that the school's identity, vision, and mission drive school decisions
 - c. Conducts difficult but crucial conversations with individuals, teams, and staff based on student performance data in a timely manner for the purpose of

enhancing student learning and results

d. **Specific Responsibilities:**

- i. Leads special education data tracking and compliance requirements
- ii. Supports data collection and analysis with the Principal, including the annual School Report Card
- iii. Co-Facilitates District Coordinators with the Principal
- iv. Supports the implementation of the Portrait of a Sears Graduate in collaboration with the Principal
- v. Supports District Equity Leadership Committee - Professional Development
- vi. Supports PERA and the Evaluation Program

2. **Leading and Managing Systems Change.** The Director of Student Services supports creating and implementing systems to ensure a safe, orderly, and productive environment for student and adult learning toward the achievement of school and district improvement priorities.

- a. Supports the development, implementation, and monitoring of the outcomes of the school improvement plan and school-wide student achievement data results to improve student achievement
- b. Supports the creation of a safe, clean and orderly learning environment
- c. Collaborates with staff to appropriately allocate personnel, time, material, and adult learning resources to achieve the school improvement plan targets
- d. Employs current technologies.

e. **Specific Responsibilities:**

- i. Collaborates with Superintendent on District Policy and Procedures
- ii. Lead Student Services Team and Student Evaluation Team
- iii. Lead Nursing Services
- iv. Lead English Language Services
- v. Lead Early Childhood IEP services
- vi. Lead Instructional Assistant hiring and allocation
- vii. Lead District Grant application, accounting, and compliance
- viii. Lead District Services Budget
- ix. Lead special education approval and reimbursements
- x. Oversees Student Records
- xi. Co-Lead the social-emotional systems in the building, including the implementation of Caring Schools Community programming
- xii. Co-Lead Lead Attendance Review Board in order to assess student mental health and relationship to attendance

3. **Improving Teaching and Learning.** The Director of Student Services works with the school staff and community to develop a research-based framework for effective teaching and learning that is refined continuously to improve instruction for all

students.

- a. Works with staff to develop a consistent framework for effective academic and social-emotional teaching and learning that includes a rigorous and relevant standards-based curriculum, research-based instructional practices, and high expectations for student performance
 - b. Supports a continuous improvement cycle that uses multiple forms of data and student work samples to support individual, team, and school-wide improvement goals, identify and address areas of improvement and celebrate successes
 - c. Implements student interventions that differentiate instruction based on student needs
 - d. Selects and retains teachers with the expertise to deliver instruction that maximizes student learning
 - e. Evaluates the effectiveness of instruction and of individual teachers by conducting frequent formal and informal observations providing timely feedback on instruction as part of the district teacher appraisal system
 - f. Ensures the training, development, and support for high-performing instructional teacher teams to support adult learning and development to advance student learning and performance
 - g. Develops systems and structures for staff professional development and sharing of effective practices including providing and protecting time allotted for development
 - h. Advances instructional and assistive technology within the learning environment
 - i. **Specific Responsibilities:**
 - i. Co-Lead Whole Child District Committee
 - ii. Lead IEP Coordination
 - iii. Lead Child Find obligations
 - iv. Lead Acceleration / Retention processes
 - v. Support Integrated System of Teaching and Learning/MTSS
 - vi. Support student social-emotional learning and well-being
 - vii. Support Curriculum and Instruction
 - viii. Support Co-Teaching Initiatives and Inclusion
 - ix. Support Professional Development
 - 1. Tuesday In-Service & staff meetings
 - 2. Institute Days
 - x. Co-Lead Summer School / Extended School Year Program
4. **Building and Maintaining Collaborative Relationships.** The Director of Student Services creates a collaborative school community where the school staff, families, and community interact regularly and share ownership for the success of the school.
- a. Creates, develops and sustains relationships that result in active student

- engagement in the learning process
 - b. Utilizes meaningful feedback of students, staff, families, and community in the evaluation of instructional programs and policies
 - c. Proactively engages families and communities in supporting their child's learning and the school's learning goals
 - d. Demonstrates an understanding of the change process and uses leadership and facilitation skills to manage it effectively
 - e. **Specific Responsibilities:**
 - i. Supports Parent Education Initiatives
 - ii. Collaborates with NT Township Student Services Directors
 - iii. Liaison to TrueNorth
 - iv. Leads transition to high school for students with IEPs
 - v. Coordinates student outplacements and home/hospital services
 - vi. Collaborates with outside support agencies
5. **Leading with Integrity and Professionalism.** The Director of Student Services works with the school staff and community to create a positive context for learning by ensuring equity, fulfilling professional responsibilities with honesty and integrity, and serving as a model for the professional behavior of others
- a. Treats all people fairly, equitably, and with dignity and respect
 - b. Demonstrates personal and professional standards and conduct that enhance the image of the school and the educational profession. Protects the rights and confidentiality of students and staff
 - c. Creates and supports a climate that values, accepts and understands diversity in culture and point of view
6. **Creating and Sustaining a Culture of High Expectations.** The principal works with staff and community to build a culture of high expectations and aspirations for every student by setting clear staff and student expectations for positive learning behaviors and by focusing on students' social-emotional learning
- a. Builds a culture of high aspirations and achievement and for every student
 - b. Requires staff and students to demonstrate consistent values and positive behaviors aligned to the school's vision and mission
 - c. Co-leads a school culture and environment that successfully develops the full range of students' learning capacities—academic, creative, social-emotional, behavioral and physical

Requirements

- Illinois Administrative Director of Student Services Endorsement
- PERA Certified
- Record of proven leadership
- Five years successful experience in Student Services
- All other requirements required by law

Physical Requirements

Ability to actively perform work in classroom, office and other business and community settings. Ability to move freely and perform duties in numerous locations throughout the day (typically involving frequent standing, walking, sitting, bending and lifting). Exposure to noise and activity of a school setting. Exposure to weather conditions. Ability to travel outside the district for a variety of meetings and conferences.

Kenilworth School District No. 38 is an Equal Opportunity Employer. All qualified applicants will receive consideration for employment without regard to race, national origin, age, sex, religion, disability, sexual orientation, marital status, military or veteran status, gender identity or expression, or any other basis protected by local, state, or federal law.

APPENDIX B

DIRECTOR OF STUDENT SERVICES' STUDENT PERFORMANCE AND ACADEMIC IMPROVEMENT GOALS

Vision: The Joseph Sears School is committed to achieving the four tenets of our **Portrait of a Sears Graduate** for all students: Fearless Learner, Creative Thinker, Compassionate Citizen, and Courageous Advocate.

Mission: Through an integrated system of teaching and learning and a culture of care, we support the academic achievement and social-emotional well-being of all students.

Motto:

All Students. Our Students.

Academic Achievement

Ongoing academic success requires a common curriculum by grade and subject area that can also be tailored to each individual or student group. Adhering to curriculum standards allows us to measure academic achievement and growth over time, but we also leave room for teaching and learning practices to be refined based on measurable results and empirical feedback.

Strategic Plan Goal

Provide a student-centered education rooted in best practices and quality learning experiences to drive academic achievement for all.

Strategic Plan Strategy

1. Draw upon **Portrait of a Sears Graduate** characteristics, student performance indicators, and success criteria to guide academic and extracurricular programming.
2. Articulate and implement a standards-based, integrated system of teaching and learning in all content areas to establish a guaranteed, viable curriculum for all students.
3. Create a multi-tiered system of support structure to respond to individual students' needs.
4. Provide collaborative structures and professional development for staff to facilitate conversations around student learning and well-being. While this has always been the norm across District 38, this enhanced programming has proven critical for ongoing student success.

Director of Student Services Specific Academic Achievement Goals 2025-2029

Goal 1: Strengthen Data-Driven Practices for Student Placement

In collaboration with the administrative team, develop, implement, and refine clear, data-driven practices for evaluating student eligibility for enrichment, acceleration (including early entrance to K and 1), and retention (including delayed entrance into K and 1) to ensure student placement decisions are research-based, transparent, and aligned with individual learning needs (implementation by FY26, refinement ongoing).

Goal 2: Strengthen Multi-Tiered Systems of Support (MTSS)

In collaboration with the administrative team, implement improvements to Multi-Tiered Systems of Support (MTSS) based on feedback and research, ensuring the process is transparent, systematic, data-driven, and results in positive student outcomes.

Goal 3: Increase Capacity to Support a Diverse Range of Learners

In collaboration with the administrative team, Implement and refine instructional practices that provide equitable access to rigorous learning for all students, including high-achieving students, English Learners, neurodiverse students, and those with academic, social-emotional, functional, and/or communication skill deficits.

Whole Child Approach

Supporting the whole child begins with a welcoming environment in which students are able to learn and grow. Our curriculum and additional programs such as extracurricular activities, clubs, and athletics focus on behavior norms, skills, and expectations, as well as helping students develop social skills and learn to interact successfully in school and society.

Strategic Plan Goal

Establish a safe, kind, inclusive learning community that promotes the social-emotional well-being of all students.

Strategic Plan Strategy

1. Deliver a junior kindergarten through grade 8 schoolwide social-emotional learning curriculum.
2. Ensure consistent behavior expectations and restorative and disciplinary practices throughout the school, from junior kindergarten through grade 8.
3. Leverage metrics and develop a survey to track student well-being.
4. Articulate and promote a message of community and belonging.

Director of Student Services Specific Academic Achievement Goals 2025-2029

Goal 4: Continue to Implement a Developmental Approach to Behavior Supports

In collaboration with the administrative team, promote a schoolwide approach that recognizes social-emotional and behavioral challenges as skill deficits, ensuring that problem-solving efforts and intervention plans focus on identifying and addressing lagging skills through targeted support and instruction.

Goal 5: Develop a Comprehensive Tiered Support System for Social-Emotional Needs

In collaboration with the administrative team, refine and expand a continuum of tiered supports and interventions for students with lagging social-emotional skills, with a particular focus on enhancing resources and structures at the junior high level.

Staff Development and Retention

Investing in our teachers' professional development equips them to meet students' needs across a range of important areas—conveying a culture of care, developing a harmonized curriculum, interpreting student data, and establishing a welcoming classroom environment. Our ultimate objective is to develop collective efficacy and skills that further our vision and strategic goals for the benefit of students.

Strategic Plan Goal

Foster a professional community that attracts, develops, and retains a diverse staff of student-centered, continuous learners.

Strategic Plan Strategy

1. Foster an inclusive school culture and climate for all students, staff, and the community.
2. Provide a quality staff development program aligned with our stated vision.
3. Develop and implement an effective substitute teacher strategy and policy.
4. Cultivate shared decision-making structures to strengthen staff engagement.
5. Utilize a teacher evaluation system that reflects the school's beliefs and identity to support the *Portrait of a Sears Graduate*.
6. Continue our commitment to attracting and retaining the best talent.

Director of Student Services Specific Academic Achievement Goals 2025-2029

Goal 6: Implement a Strategic Professional Development Plan

In collaboration with the administrative team, continue to implement a professional development schedule aligned to Strategic Plan initiatives, ensuring all staff receive ongoing, high-quality training that supports instructional excellence, inclusive practices, and student-centered learning.

Goal 7: Provide Targeted Professional Development

In collaboration with the administrative team, design and implement professional development that directly supports the goals outlined in the Academic Achievement and Whole Child pillars, equipping staff with the skills to implement inclusive instructional practices, strengthen multi-tiered systems of support (MTSS), and apply a developmental approach to behavior.

Stakeholder Partnerships

Our community offers exceptional talent and expertise that can be leveraged to maximize the Sears experience. Partnerships will further embed us within the community, support our teachers and learners, and potentially assist in optimizing our finances.

Strategic Plan Goal

Cultivate trusting relationships that advance objectives for our students, school, and community and elevate the Sears experience.

Strategic Plan Strategy

1. Deliver a clear, consistent message to all stakeholders through a strategic plan and supporting materials.
2. Foster an inclusive school culture and climate for all students, staff, and community that emphasizes opportunities to connect, inform, engage, and partner.
3. Provide a quality parent education program centered on academic achievement and social-emotional well-being topics.
4. Cultivate shared decision-making structures and opportunities for families to give input into engagement initiatives.
5. Enrich programs and expertise through township, county, state, and national efforts.

Director of Student Services Specific Academic Achievement Goals 2025-2029

Goal 8: Increase Transparency and Awareness of Student Supports

Enhance community awareness and understanding of the full range of student support and services available in the district, including MTSS, Section 504, Individualized Education Plans (IEPs), acceleration, English Learner (EL) services, and health-related resources. Establish clear,

accessible communication systems that provide families with consistent, user-friendly information on how to navigate and access these supports.

Goal 9: Strengthen Systems and Structures to Support English Learners (EL), Particularly Newcomers

Develop and implement structured systems to support English Learners (ELs) and their families, with a particular focus on students and families who are newcomers to the country. Ensure academic, social-emotional, and cultural supports are in place to promote language development, integration, and a sense of belonging within the school community.

Community-Specific Goals

In addition to achieving the goals outlined in the Strategic Plan, the Director of Student Services must ensure The Joseph Sears School continues to meet the community's needs and expectations.

Goal 10: Expand Early Childhood Programming to Increase Access and Compliance

In collaboration with the School Principal, enhance and expand early childhood programming to ensure that as many District 38 students as possible receive high-quality early learning experiences before entering kindergarten while meeting legal requirements for serving children with disabilities upon turning three years old.

Goal 11: Increase District Capacity to Serve Students with Disabilities

Strengthen the district's ability to meet the needs of students with disabilities, including those with complex learning profiles, by expanding internal resources, specialized programming, and staff expertise to reduce the need for out-of-district placements.

Goal 12: Ensure Compliance with District Policies and State/Federal Regulations

Maintain and continuously improve district practices to ensure alignment with policies, compliance with legal and regulatory requirements, and adherence to monitoring expectations at the local, state, and federal levels in the areas of special education, English language services, and nursing services.

Goal 13: Improve Grade-to-Grade Transitions and Receiving Team Preparation

Enhance the transition process for students with disabilities moving from one grade level to the next by strengthening communication, data sharing, and professional development for receiving teams to ensure continuity of support and instruction.

Goal 14: Collaborate on the Development of the 2027 Strategic Plan

Work collaboratively with the Board of Education and administration to conduct the 2027 and beyond Strategic Plan, including comprehensive data gathering on current progress, stakeholder (staff, student, and community) needs, and the development of aligned goals, metrics, and action plans to guide future district priorities.