



# Strategic Plan

## 2026-2031





# Strategic Plan Overview



At District 20, we are committed to ensuring every student can **Belong**, **Grow**, and **Thrive**.

Our mission is to empower every learner in an inclusive, innovative community where strong relationships foster **belonging**, dynamic learning supports **growth**, and students develop the skills to **thrive** in a changing world.

This work is brought to life through our three strategic pillars:

1. **Belonging, Engagement & Communication**, where we elevate student voice and build strong connections;
2. **Teaching, Learning & Innovation**, where we ensure high-quality, engaging, and future-ready instruction; and
3. **Fiscal Integrity & Operational Excellence**, where we steward resources responsibly to support safe, sustainable, and student-centered environments.

Together, these pillars create a unified path forward—**grounded in people**, **driven by purposeful learning**, and **sustained by strong systems**—to prepare every learner for success.



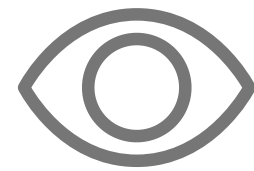
# A unified path to empower every learner

## Belong • Grow • Thrive



### Mission

To empower every learner in an inclusive, innovative community where they **belong**, **grow** through dynamic learning, and develop the skills to **thrive** in a changing world.



### Vision

A connected and thriving school community where **every student belongs**, **every staff member is supported**, and **every learner is prepared for lifelong success**.

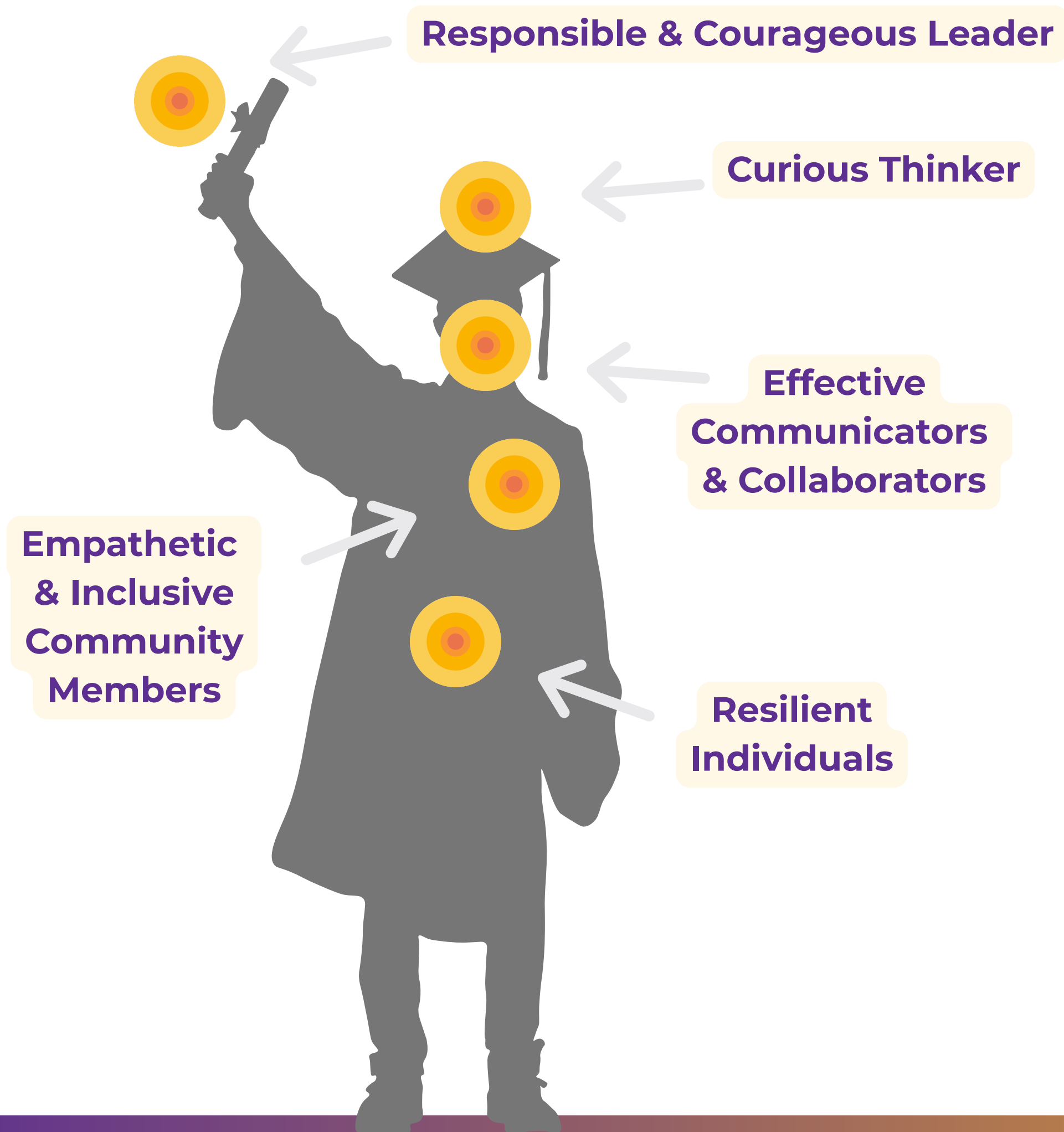


# Our Values

The foundation of a connected learning community





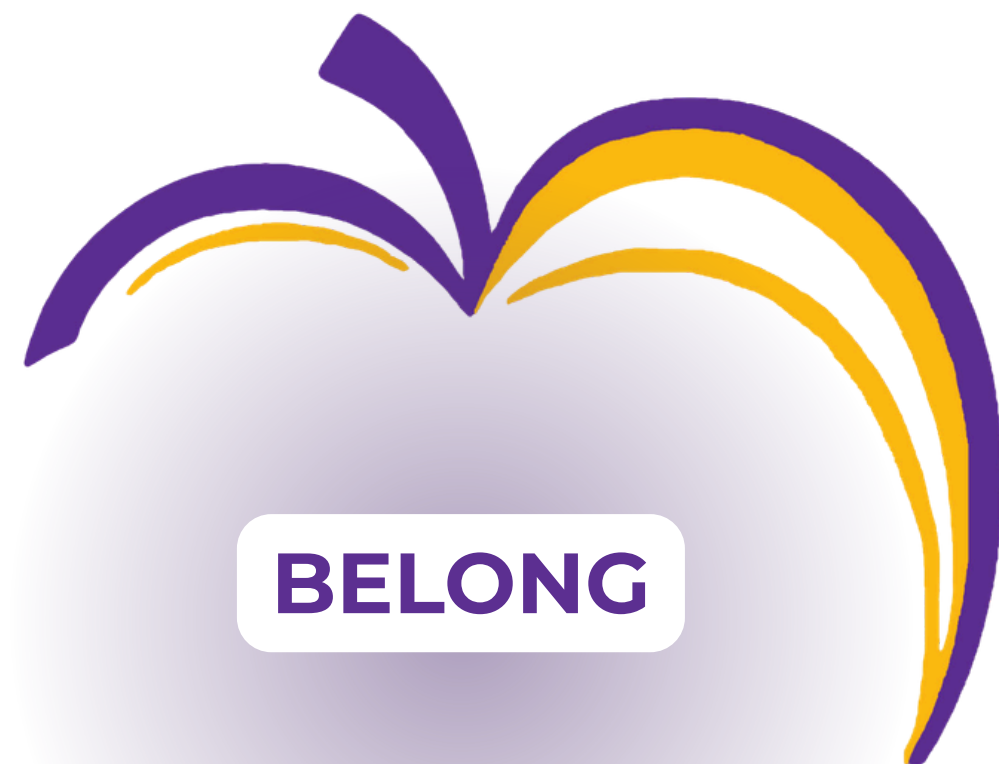


# Portrait of a District 20 Graduate

Our Portrait of a Graduate reflects our commitment to nurturing the whole child—prioritizing well-being and building resilient lifelong learners. We empower every student to reach their full potential as empathetic, inclusive community members, courageous leaders, curious thinkers, effective communicators and collaborators, and adaptable individuals ready to make a positive impact.

# Translating Identity Into Actionable Strategy

## strategic goal areas



### **Pillar 1** – Belonging, Engagement & Communication

Building strong relationships, student voice, and community trust



### **Pillar 2** – Teaching, Learning & Innovation

Ensuring high-quality instruction and future-ready learning



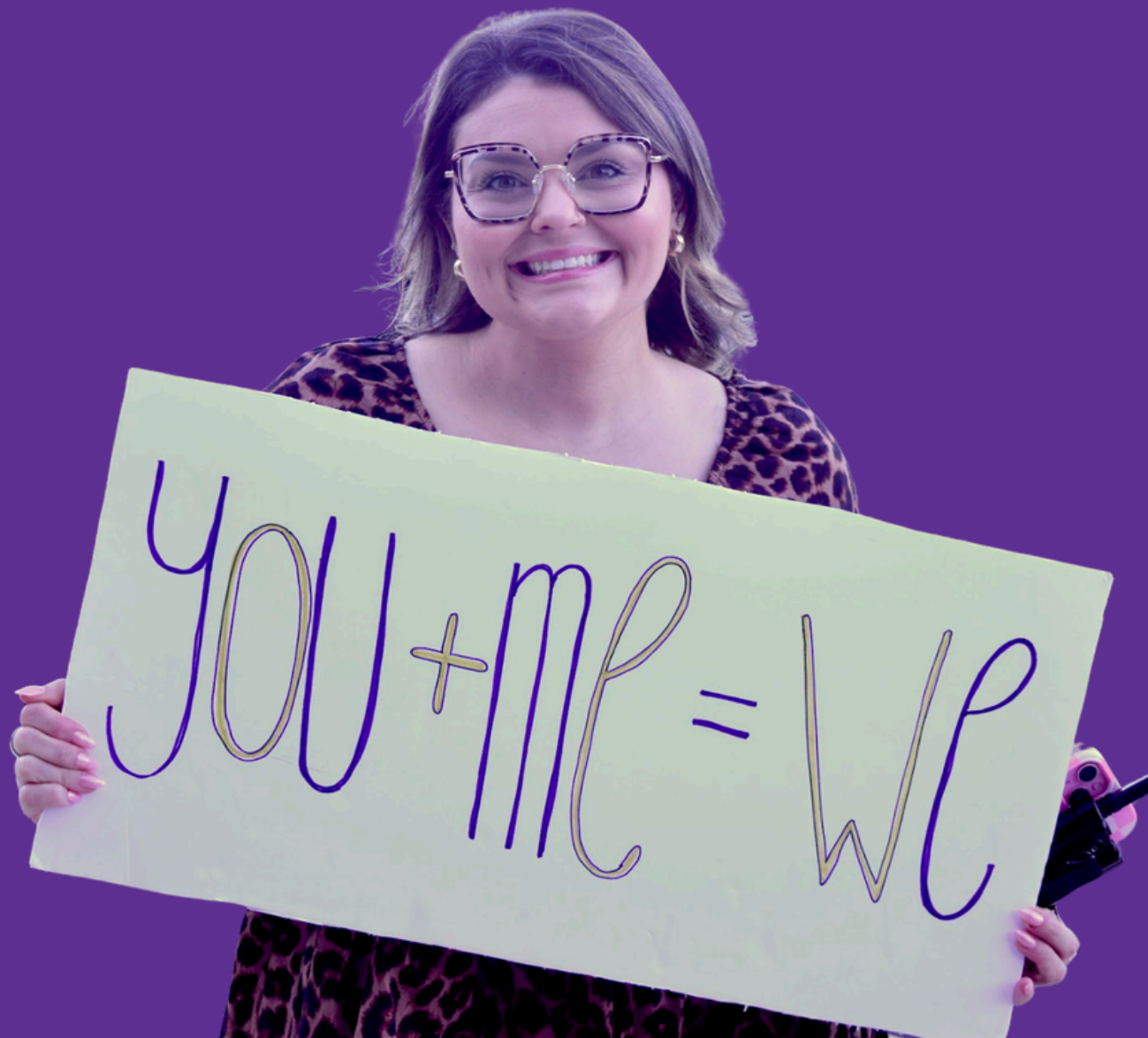
### **Pillar 3** – Fiscal Integrity & Operational Excellence

Sustaining strong systems, safe environments, and responsible stewardship



# Belonging, Engagement, & Communications

Building strong relationships, student voice, and community trust



# Pillar 1 Overview

## Belonging, Engagement & Communications



### Goal 1

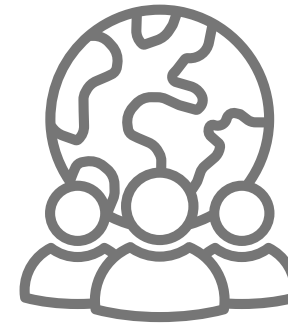
Ensure Every Student Feels Valued, Heard and Supported

Understand student experience

Elevate student voice

Build relationships

Strengthen  
academic/emotional supports



### Goal 2

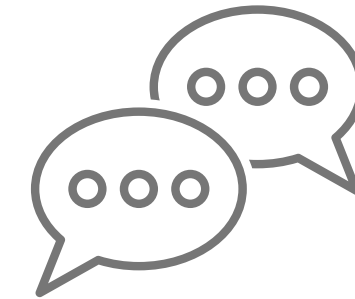
Recruit, Support, and Retain High-Quality, Diverse Staff

Attract talent

Support growth  
(onboarding/mentoring)

Maintain positive culture

Utilize continuous feedback



### Goal 3

Strengthen Communication, Trust, and Community Partnerships

Clear & consistent messaging

Accessible for all

Meaningful engagement & voice

Expand community partnerships

Build staff communication  
capacity



# Goal 1

## Ensure Every Student Feels Valued, Heard and Supported

### Strategic Priorities

- **Understand Student Experience:** Regularly gather and use student feedback
- **Elevate Student Voice:** Create meaningful ways for students to share ideas and influence decisions
- **Build Relationships:** Strengthen connections between students, staff, peers, and community
- **Strengthen Supports:** Provide the right level of academic, behavioral, and emotional support

### What Success Looks Like

- More students report feeling like they belong and their voice matters on surveys
- Fewer behavior problems or discipline referrals
- Consistent student support systems across schools



**Year 5** (2030-31)

**Sustain systems and demonstrate improved student belonging**

**Year 4** (2029-30)

**Integrate students into decision-making; refine supports**

**Year 3** (2028-29)

**Expand leadership, mentorship, and support programs**

**Year 2** (2027-28)

**Launch student voice systems and targeted supports**

**Year 1** (2026-27)

**Gather baseline data (belonging, behavior, emotional support)**

# Goal 2

## Recruit, Support, and Retain High-Quality, Diverse Staff

### Strategic Priorities

- **Attract Talent:** Clearly communicate why District 20 is a great place to work
- **Support Growth:** Provide strong onboarding, mentoring, and professional learning
- **Positive Culture:** Maintain a collaborative, respectful work environment
- **Continuous Feedback:** Listen to staff and improve based on input

### What Success Looks Like

- Staff feel supported, valued, and engaged
- Strong onboarding and ongoing development
- High staff attendance and retention



**Year 5** (2030-31)

**Sustain and continuously improve staff experience**

**Year 4** (2029-30)

**Refine systems based on feedback**

**Year 3** (2028-29)

**Expand and standardize support programs district-wide**

**Year 2** (2027-28)

**Strengthen hiring, onboarding, and supports**

**Year 1** (2026-27)

**Assess staff needs and current systems**



# Goal 3

## Strengthen Communication, Trust, and Community Partnerships

### Strategic Priorities

- **Clear & Consistent Communication:** Deliver simple, timely, and aligned messaging across schools
- **Accessible for All:** Ensure communication is inclusive (language, format, accessibility needs)
- **Engagement & Voice:** Provide meaningful opportunities for families and community to share input and help guide decisions
- **Staff Capacity:** Train and support staff to communicate effectively

### What Success Looks Like

- Families say communication is clear, helpful, and accessible
- Increased family engagement and participation
- Stronger trust between schools, families, and community
- Better ratings on school review websites
- Growth in community partnerships
- Consistent communication practices district-wide



# Pillar 1 Execution

## 5-Year Roadmap

**Year 1**  
2026-27

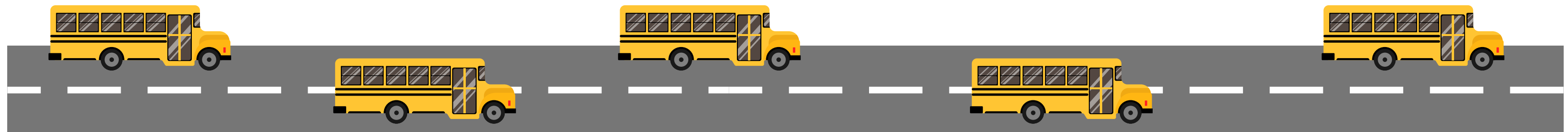
**Gather baseline data**  
**Audit communication barriers**

**Year 3**  
2028-29

**Expand leadership/mentorship**  
**Standardize staff supports**  
**Expand partnerships**

**Year 5**  
2030-31

**Sustain systems and long-term partnerships**  
**Demonstrate improved belonging**



**Year 2**  
2027-28

**Launch student voice systems**  
**Strengthen hiring**  
**Implement consistent communication**

**Year 4**  
2029-30

**Integrate student voice into decisions**  
**Personalize family communication**



# Teaching, Learning, & Innovation

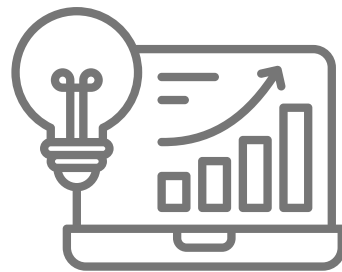
Ensuring high-quality instruction and  
future-ready learning





# Pillar 2 Overview

## Teaching, Learning & Innovation



### Goal 1

Strengthen Data-Driven Instruction Through Collaborative Teacher Teams

Standards-aligned data use

Curriculum alignment  
(vertical/horizontal)

Targeted MTSS support

Effective PLC Systems



### Goal 2

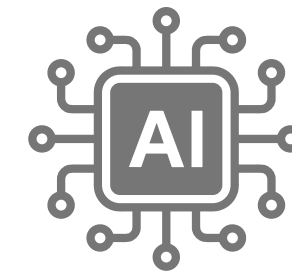
Empower Teacher Leaders to Advance Engaging, High-Impact Instruction

Research-based engagement strategies

Teacher-Led Learning

Collaborative feedback cycles

Common engagement standards



### Goal 3

Create Future-Ready Learning Through Purposeful Technology Use

Ethical & effective AI use

Digital well-being

Data-informed monitoring

Family & community education



# Goal 1

## Strengthen Data-Driven Instruction Through Collaborative Teacher Teams

### Strategic Priorities

- **Standards-Aligned Data Use:** Analyze assessment data to identify trends and adjust instruction
- **Curriculum Alignment:** Ensure consistency across grades (vertical & horizontal alignment)
- **Targeted Student Support (MTSS):** Use data to provide timely, small group instruction and interventions
- **Effective PLC Systems:** Strengthen PLC and MTSS structures through consistent tools, monitoring, and accountability

### What Success Looks Like

- Increased student growth on IAR/ISA and benchmark assessments (MAP/FastBridge)
- Instructional Leadership Teams (ILT) use data to guide School Improvement Plans
- Consistent use of PLC processes, common assessments, and monitoring tools
- Clear alignment of curriculum across grade levels

**Year 5** (2030-31)

**Evaluate and sustain high-impact instructional systems**

**Year 4** (2029-30)

**Refine PLC/MTSS systems; implement consistent monitoring tools**

**Year 3** (2028-29)

**Expand targeted supports (Tiers 2 & 3) and monitor student progress**

**Year 2** (2027-28)

**Implement data “deep dives” and align instruction to student needs**

**Year 1** (2026-27)

**Establish baseline data; begin curriculum alignment**

# Goal 2

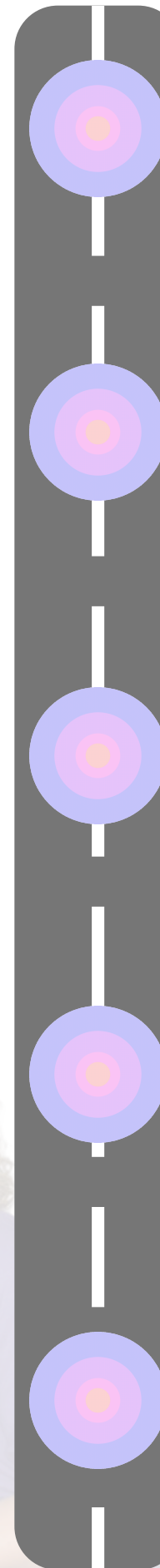
## Empower Teacher Leaders to Advance Engaging, High-Impact Instruction

### Strategic Priorities

- **Research-Based Engagement:** Implement proven strategies (i.e. *Building Thinking Classrooms*) across content areas
- **Teacher-Led Learning:** Shift to a model where teachers lead professional development and share best practices
- **Collaborative Feedback:** Establish peer observation and feedback cycles focused on student outcomes
- **Common Engagement Standards:** Develop and use shared tools to define, observe, and improve student engagement

### What Success Looks Like

- Increased teacher-led professional learning
- Regular peer observation and collaboration across staff
- Consistent use of engagement strategies in classrooms
- Measurable improvements in student engagement



**Year 5** (2030-31)

**Sustain teacher leadership and refine instruction based on outcomes**

**Year 4** (2029-30)

**Implement tools district-wide; provide feedback using data**

**Year 3** (2028-29)

**Develop and pilot engagement walkthrough tools**

**Year 2** (2027-28)

**Launch teacher-led PD and model classrooms**

**Year 1** (2026-27)

**Pilot engagement strategies with teacher leader cohort**



# Goal 3

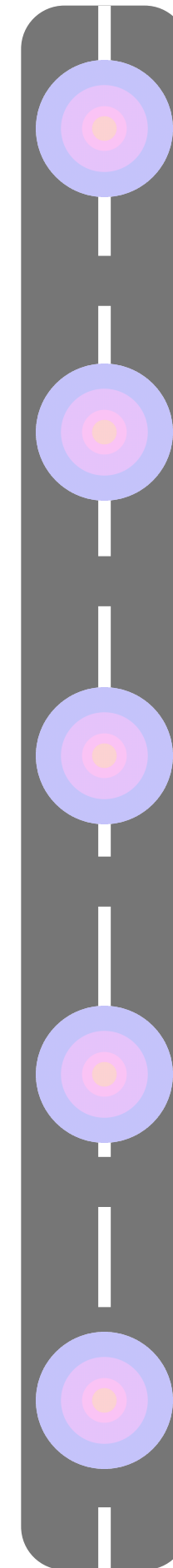
## Create Future-Ready Learning Through Purposeful Technology Use

### Strategic Priorities

- **Ethical & Effective AI Use:** Integrate AI to enhance learning, critical thinking, and problem-solving
- **Digital Well-Being:** Promote healthy technology habits and reduce passive screen use
- **Data-Informed Monitoring:** Track technology usage and adjust practices based on insights
- **Family & Community Education:** Partner with families to support responsible technology use

### What Success Looks Like

- Clear and consistent AI and technology guidelines in place
- Technology used as an active learning tool, not passive consumption
- Reduction in passive screen time
- Updated policies reflecting digital wellness and responsible use



**Year 5** (2030-31)

**Sustain systems and adapt based on emerging technologies**

**Year 4** (2029-30)

**Refine practices; fully implement usage expectations**

**Year 3** (2028-29)

**Expand digital well-being practices and family education**

**Year 2** (2027-28)

**Implement guidelines; begin monitoring usage patterns**

**Year 1** (2026-27)

**Update policies; establish AI and technology guidelines**



# Pillar 2 Execution

## 5-Year Roadmap

### Year 1

2026-27

Establish baselines  
Pilot engagement strategies  
Update AI policies

### Year 3

2028-29

Expand Tier 2 & 3 supports  
Pilot engagement tools  
Expand digital well-being

### Year 5

2030-31

Evaluate and sustain high-impact instructional systems  
Adapt to emerging tech

### Year 2

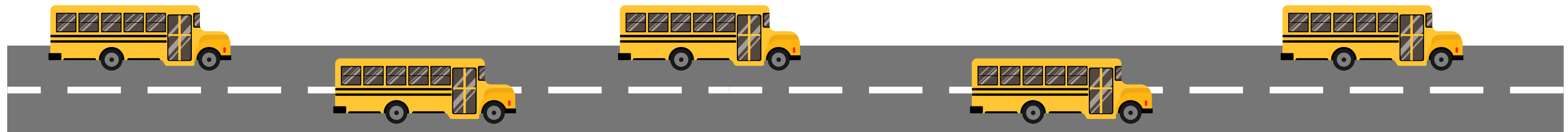
2027-28

Implement data “deep dives”  
Launch teacher-led PD  
Monitor tech usage

### Year 4

2029-30

Refine PLC/MTSS  
Implement tools district-wide  
Fully implement tech expectations





# Fiscal Integrity & Operational Excellence

Sustaining strong systems, safe environments,  
and responsible stewardship



# Pillar 3 Overview

## Fiscal Integrity & Operational Excellence



### Goal 1

Ensure Fiscal Stability and Responsible Resource Use

Resource alignment

Financial stability

Revenue growth

Transparency



### Goal 2

Provide Safe, Modern, and Well-Maintained Facilities

Facilities Master Plan

Preventative maintenance

Modern learning spaces

Equity in facilities



### Goal 3

Achieve Operational Excellence Through Efficient Resource Management

Operational alignment

Process improvement

Contract management

Financial planning



# Goal 1

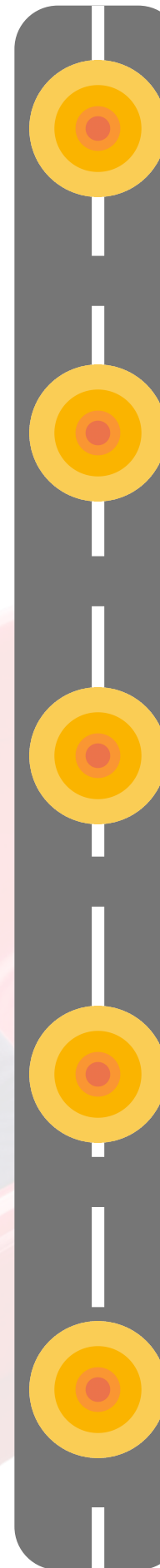
## Ensure Fiscal Stability and Responsible Resource Use

### Strategic Priorities

- **Resource Alignment:** Ensure spending supports instructional priorities and staffing needs
- **Financial Stability:** Maintain balanced, sustainable short- and long-term budgets
- **Revenue Growth:** Use grants strategically and explore alternative funding sources
- **Transparency:** Implement effective financial communication through clear dashboards and reporting

### What Success Looks Like

- Balanced budgets that align with Board policy
- Reliable funding streams that support student learning
- Strong and stable fund balances
- Clear and transparent financial reporting



#### Year 5 (2030-31)

**Refine financial practices, sustain stability, and diversify revenue sources**

#### Year 4 (2029-30)

**Build stable fund balances and expand use of grant funding; maximize resources to support instructional programs**

#### Year 3 (2028-29)

**Maintain balanced budgets and analyze salary/benefit competitiveness**

#### Year 2 (2027-28)

**Strengthen financial processes and prepare for contract negotiations**

#### Year 1 (2026-27)

**Review budgets, begin grant strategy, and improve financial reporting systems**

# Goal 2

## Provide Safe, Modern, and Well-Maintained Facilities

### Strategic Priorities

- **Facilities Planning:** Develop and follow a long-term Facilities Master Plan
- **Preventative Maintenance:** Maintain buildings and major equipment to promote excellent spaces for student learning
- **Modern Learning Spaces:** Upgrade classrooms to support student learning
- **Equity in Facilities:** Ensure all students have access to high-quality learning environments

### What Success Looks Like

- Improved survey results related to safe and supportive school environments
- Safe, well-lit, and welcoming school entrances
- Updated and well-maintained learning spaces

#### Year 5 (2030-31)

Sustain upgrades, replace aging systems, and ensure equity across facilities

#### Year 4 (2029-30)

Expand improvement and use data to predict maintenance needs

#### Year 3 (2028-29)

Implement classroom and building upgrades across schools

#### Year 2 (2027-28)

Develop capital improvement plan; implement preventative maintenance on major systems

#### Year 1 (2026-27)

Complete facility assessments (10-year Health/Life Safety Survey) to inform decision-making on facility upgrades





# Goal 3

## Achieve Operational Excellence Through Efficient Resource Management

### Strategic Priorities

- **Operational Alignment:** Connect budgeting and operations to instructional goals
- **Process Improvement:** Standardize key financial and business procedures
- **Contract Management:** Set standards of excellence for service providers
- **Financial Planning:** Strengthen monitoring and forecasting of short- and long-term district finances

### What Success Looks Like

- Budgets consistently align with Board priorities
- Efficient and consistent business operations
- Strong service contracts that provide value
- Improved financial forecasting and planning



**Year 5** (2030-31)

**Implement long-term investment strategies and sustain operational excellence**

**Year 4** (2029-30)

**Strengthen forecasting and continue process improvements**

**Year 3** (2028-29)

**Conduct annual forecast modeling; evaluate contracts to ensure high standards of excellence**

**Year 2** (2027-28)

**Refine budgeting practices and identify new revenue opportunities**

**Year 1** (2026-27)

**Standardize operational processes and improve financial forecasting**

# Pillar 3 Execution

## 5-Year Roadmap

**Year 1**  
2026-27

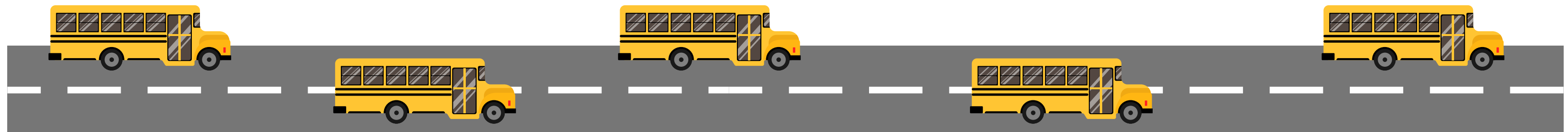
**Review budgets and align resources**  
**Begin grant strategy**  
**Complete facility assessments**  
**Standardize operational processes**

**Year 3**  
2028-29

**Maintain balanced budgets**  
**Implement facility upgrades**  
**Conduct financial forecasting**  
**Evaluate contracts and services**

**Year 5**  
2030-31

**Sustain financial stability and diversified revenue**  
**Maintain modern, equitable facilities**  
**Implement long-term financial strategies**  
**Sustain efficient operations**



**Year 2**  
2027-28

**Strengthen financial processes**  
**Develop capital improvement plan**  
**Refine budgeting practices**  
**Improve operational consistency**

**Year 4**  
2029-30

**Build fund balance stability**  
**Expand facility improvements**  
**Strengthen forecasting systems**  
**Maximize resource alignment**



# Path to a *Destination District*



## Branding & Talent



## Innovative Instruction



## Fiscal Stewardship



Recruiting and retaining elite educators and strengthening community trust to establish our district as the primary “pull factor” for new families

Implement cutting-edge technology and future-ready curriculums to provide an academic advantage that focuses on student outcomes

Strategic facility modernizations and responsible resource alignment to drive local property values and community growth