



**WEST CHICAGO  
ELEMENTARY SCHOOLS**  
*Together for Excellence ★ ¡Juntos por la Excelencia!*



**2026**  
*Inspire.  
Empower.  
Achieve.*

## 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
- ★ Partnerships
- ★ Equity
- ★ Student voice & choice
- ★ High expectations
- ★ Support for the whole child
- ★ High levels of engagement
- ★ 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

## 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.