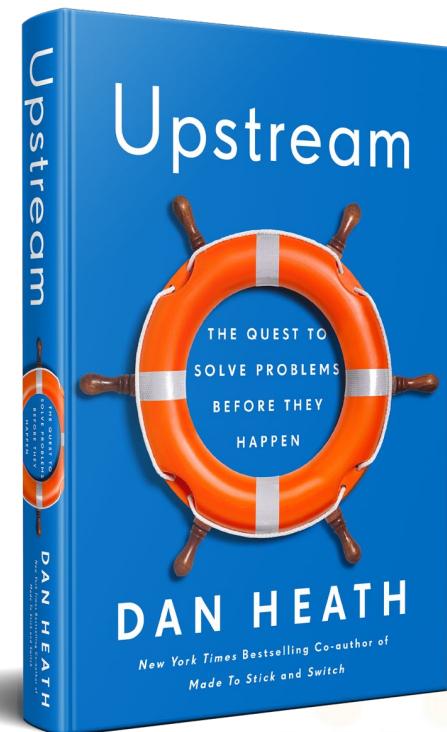


# Thinking Upstream about District Climate

## One Solution...

## 4 Asks

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# Are the admin happy with work/life balance and satisfied with their job?

Please indicate how much you agree or disagree with the following statements about your job satisfaction.

% Somewhat Agree + % Strongly Agree

■ District admin

(n=31) [A]

■ School office staff

(n=43) [D]

■ Other school staff

(n=348-349) [G]

■ District office staff

(n=29) [B]

■ Teacher

(n=844) [E]

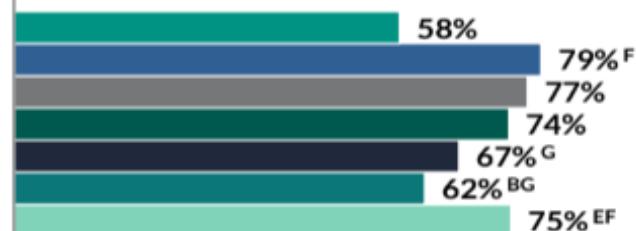
■ School admin

(n=44) [C]

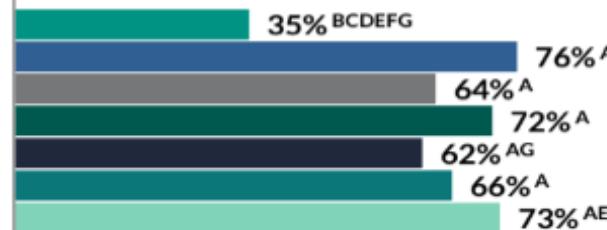
■ Other district staff

(n=109-110) [F]

I am satisfied with my job.



I have good work-life balance.



(Hanover results, May 2022)

“Culture eats strategy for breakfast.”

*- Peter Drucker*

 <h3><u>Student Learning</u></h3> <p>Improve literacy and math achievement by establishing common expectations for instruction and building systems for early intervention to ensure every child is making progress and individual needs are being met.</p> <p>Create a district wide plan to support behavioral/social emotional health of all students.</p> <p>Expand opportunities for students to have choice, challenge, and success through differentiation and personalization of instruction.</p> <p>Provide more ways to apply creativity and learning to solve real world problems to better prepare students to pursue career paths in the armed services, trades, work force, college, etc.</p> <p>Prepare students for post secondary life by incorporating curriculum in financial and digital literacy.</p> <p>Reduce time spent on K-8 assessments and improve the use of data to drive instruction to meet the needs of all students.</p>	 <h3><u>Support for Student Learning</u></h3> <p>Center equity in our policies and programs by amplifying student voice and acting on District Equity Statements.</p> <p>Recruit and retain a high quality and diverse staff.</p> <p>Monitor safe and nurturing learning environments.</p> <p>Implement a three year professional development and coaching plan to support Envision 308.</p> <p>Develop a vision of the future of instruction/student learning that will drive the prioritization of technology acquisition and use.</p> <p>Provide experiences/instruction to develop staff and students' ability to collaboratively build an inclusive learning community.</p> <p>Develop and strengthen the continuum of services for Special Education, English Learner, and gifted students.</p>
 <h3><u>Finance &amp; Facilities</u></h3> <p>Maintain a balanced budget each year.</p> <p>Build a 20% fund reserve by 2026 to avoid short-term borrowing and address emergencies.</p> <p>Explore ways to increase private and grant funding.</p> <p>Review the needs for general maintenance for the next ten years and allocate funds accordingly.</p> <p>Develop a five-year plan to address the physical capacity of our building and program needs. (Brokaw, Transition Center, etc.).</p>	 <h3><u>Community Partnerships</u></h3> <p>Elicit internal and external feedback and ideas in the formation and evaluation of district programs.</p> <p>Foster mutually beneficial partnerships with universities, trade schools and mental health, business, civic, and charitable organizations</p> <p>Create a comprehensive listing of parent education and engagement opportunities across the district.</p> <p>Grow and strengthen alumni, staff, students, parents, and the community to inform and involve them in the positive development of the district.</p> <p>Communicate the progress of Envision 308 through regular community updates, data dashboard, and annual reports to the board and community.</p>

# The 16 members of Executive Leadership Team met to determine our two main priorities



1. Build capacity of our administrators to lead the mission and vision work of the district.
  1. Demonstrate empathy and grace to model authentic, trusting relationships.

Our Executive Leadership Team



Faith, Heather, Brent, Jeremy, Renee, Tammie, Dan, Theresa, Kristin, Ken, Jadon, John, Denise, Kevin, Shannon, Amanda



The 16 members of Executive Leadership Team met to discuss and determine two main priorities:

Build capacity of our administrators to lead the mission and vision work of the district with continually changing administrators.

Demonstrate empathy and grace to model authentic, trusting relationships.

“In the case of school leadership, it has been documented that **frequent turnover** results in a **negative school climate**, which in turn has a **negative effect on student performance.**”

University of San Diego

**“Students’ scores tend to decrease the year immediately following a vacancy, and it takes about five years for a principal to really put his or her vision in place at a school and significantly change the school’s performance.”**

Principal Turnover Takes Costly Toll on Students and Districts, Report Says

“The **cost of replacing an individual employee** can range from **one-half to two times** the employee's annual salary”

This Fixable Problem Costs U.S. Businesses \$1 Trillion

In SD308 over the last three years, this amounts to **\$1.75 million to \$7 million in costs**, just in administrator turnover.

**50%** our Principals and Assistant Principals are new to their position in the last two years

**67%** of them are new to their position in the last four years

**63%** of our District Directors,  
Executive Directors, and Cabinet  
members are new to their position in  
the last two years

**84%** are new in the last four years

# If the priority is...

- Reducing spending
- Improving overall climate
- Increasing student achievement

Then, it is necessary to **decrease the amount of turnover in our administration.**

# How do we reduce turnover?

12 tips from WorkHuman

5 ways from Forbes

- **Value and develop staff**
- Hire the right people
- Stay competitive in salary and benefits
- Help achieve work/life balance

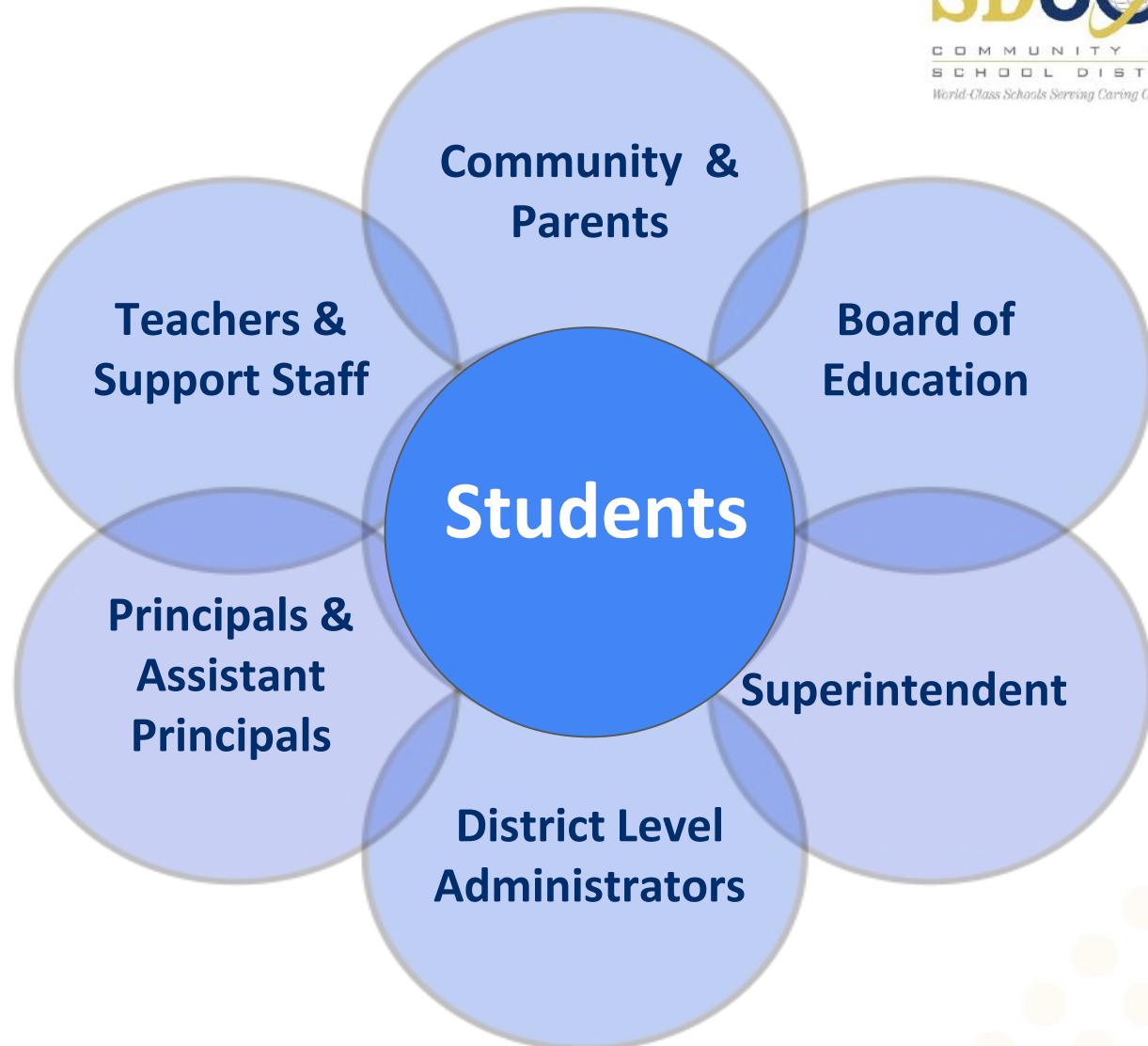
# How do we value and develop staff?

- Say thank you
- Be clear with your expectations
- Provide support and coaching
- Hold people accountable

This has to be done at **all levels of the organization.**

## Circles of Influence:

- Say thank you
- Be clear with expectations
- Provide support and coaching
- Hold people accountable



# How do we reduce turnover?

12 tips from WorkHuman

5 ways from Forbes

- Value and develop staff
- **Hire the right people**
- Stay competitive in salary and benefits
- Help achieve work/life balance

# How do we hire the right people?

- Create and maintain a positive culture - that energy is contagious
- Create interview questions and processes aligned to our mission
- Maintain salaries within range so we can attract high quality candidates with experience
- Maintain salaries within range so that our choice candidates will accept the position

# How do we reduce turnover?

12 tips from WorkHuman

5 ways from Forbes

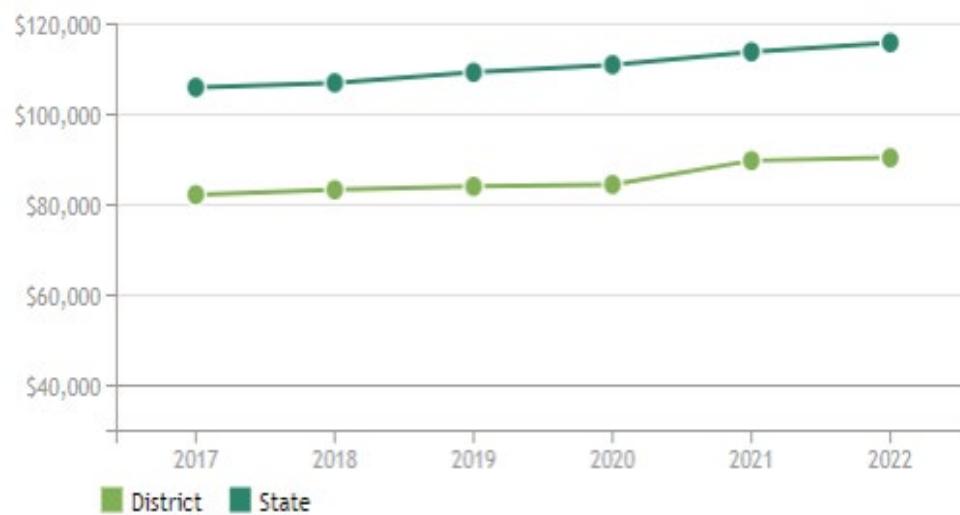
- Value and develop staff
- Hire the right people
- **Stay competitive in salary and benefits**
- Help achieve work/life balance

# Illinois State Report Card - Six Year Trend Comparison Salaries



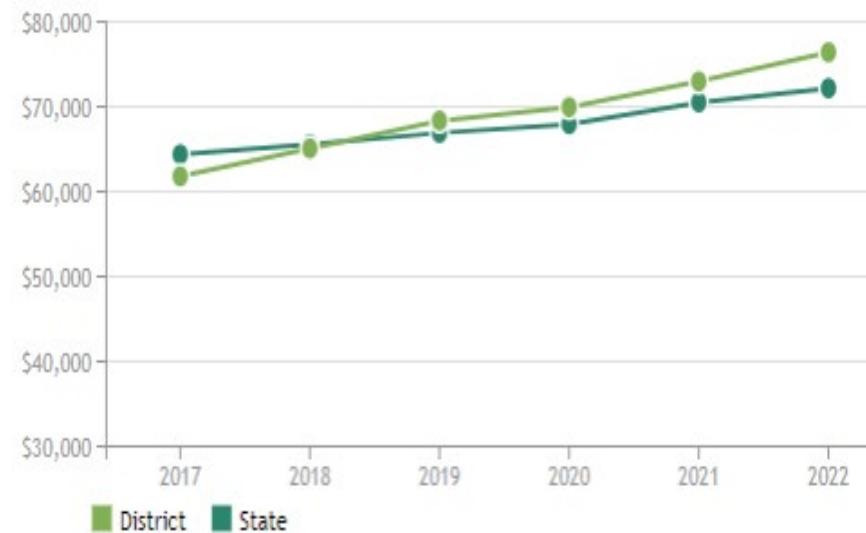
## Administrator Average Salaries

District Average Admin Salary (2017-22)



## Teacher Average Salaries

District Teacher Salary (2017-22)



# Are we competitive in salary and benefits for our building leaders ?



	Current Avg Salary in SD308	Current Low Salary in SD308	Avg of Lowest Published Salary Comparison Districts in 2021	% in their job less than four years in SD308
Elementary Principals	\$100,110	\$92,000	\$107,461	46%
Elementary Assistant Principals	\$73,098	\$69,025	\$80,951	77%
JH Principals	\$107,382	\$101,638	\$123,092	40%
JH Assistant Principals	\$78,882	\$70,875	\$89,152	88%
HS Principals	\$141,677	\$133,225	\$161,168	50%
HS Assistant Principals	\$97,880	\$85,105	\$114,139	67%

What would it take to be closer to competitive for the 48 Principal and Assistant Principal salaries?

**\$378,000 or 0.1% of our District Budget**

What would it take to be closer to competitive for the other 46 administrators?

**\$213,000 or 0.08% of the district budget**

# How do we reduce turnover?

12 tips from WorkHuman

5 ways from Forbes

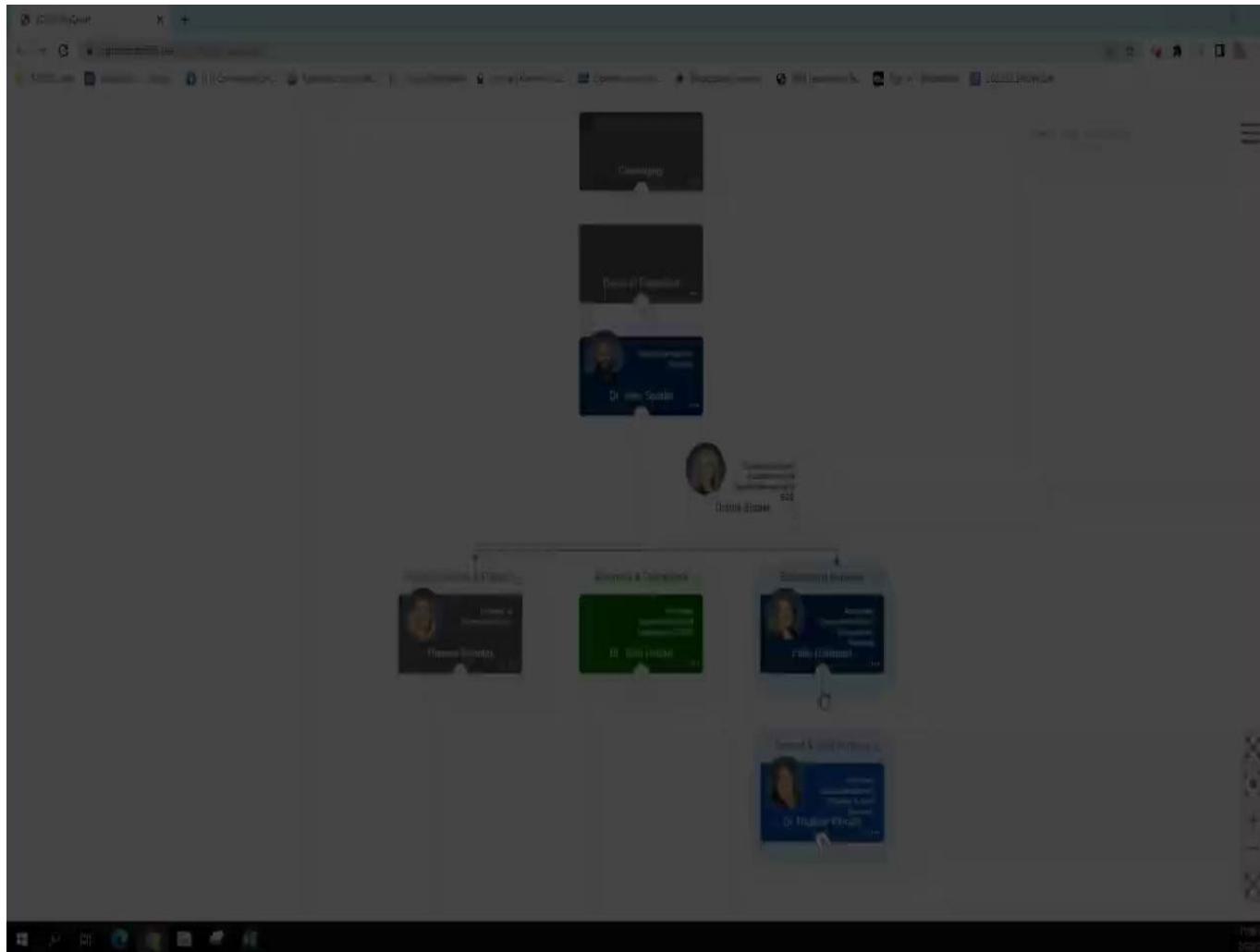
- Value and develop staff, build relationships
- Hire the right people
- Stay competitive in salary and benefits
- **Help achieve work/life balance**

# How do we achieve better work life balance?

- Hire enough staff
- Be clear in vision and purpose
- Create clear, dynamic org chart
- Decrease staff turnover

In closed session, we will talk  
about two possible new  
positions, budget considerations,  
and changes to the department  
org chart.

# Creation of a Dynamic Org Chart



## One Solution: Decrease administrator turnover

# 4 Asks

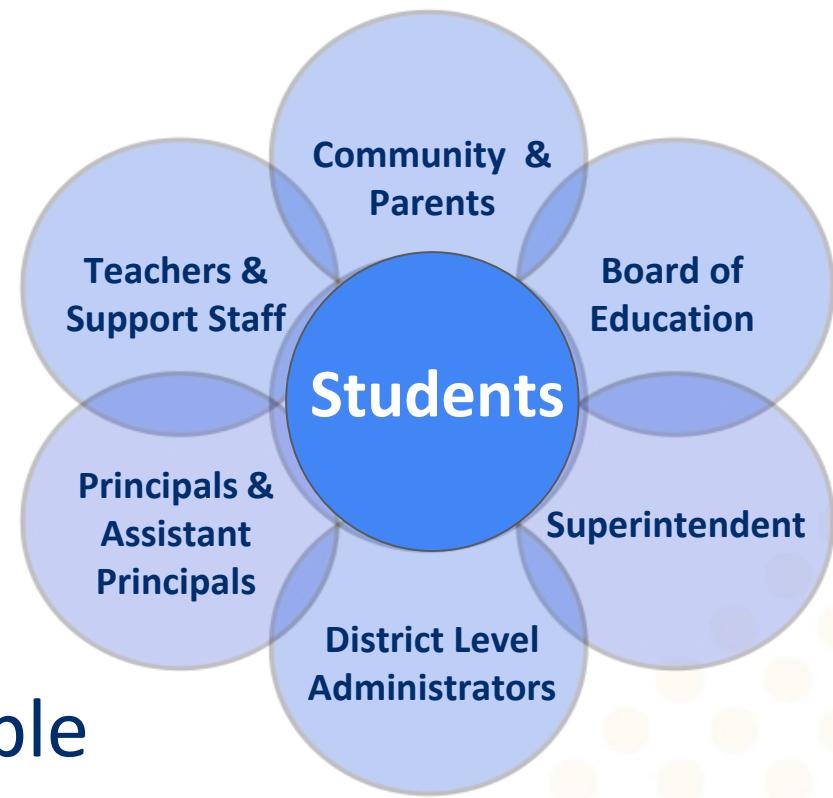
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# ASK #1

## HELP US VALUE PEOPLE

### Work within the Circles of Influence

- Say thank you
- Be clear with your expectations
- Provide support and coaching
- Hold people accountable



## ASK #2

### HELP US HIRE THE RIGHT PEOPLE

**Executive Leadership Team:** Be rigorous in our recruitment and selection of administrators.

**Board of Education:** Allocate funds to bring starting pay up closer to competitive, while raising existing pay so that current staff isn't devalued.

## ASK #3

**HELP US WORK TOWARD BEING  
COMPETITIVE IN SALARIES AND BENEFITS**

**Executive Leadership Team:** Watch spending closely and continue to find efficiencies

**Board of Education:** Continually invest in our leadership to make SD308 competitive

## ASK #4

**HELP US ACHIEVE BETTER  
WORK LIFE BALANCE**

**Executive Leadership Team:** Maintain dynamic org chart and stay true to purpose and vision

**Board of Education:** Provide clear vision and allocate funds for two additional positions

# If the priority is...

- Reducing spending
- Improving overall climate
- Increasing student achievement

Then, it is necessary to **decrease the amount of turnover in our administration.**

# Thoughts...

