

# STRATEGIC PLAN

2023-2028



## VISION

Warren Township High School District 121 is committed to maximizing the growth and achievement of every student through rigor, support, and innovation by focusing on:

### DIVERSITY, EQUITY, & INCLUSION

#### We are respectful.

- We value diversity and learn to understand other cultures and experiences.
- We show empathy and kindness to others.
- We communicate and collaborate in an effective and positive way.
- We establish healthy relationships.

### SOCIAL EMOTIONAL WELL-BEING

#### We are resilient.

- We work hard and give our best effort.
- We reflect, learn, and adapt based on our experiences and challenges.
- We make courageous and responsible decisions.
- We lead healthy and balanced lifestyles.

### ACADEMIC EXCELLENCE

#### We are engaged.

- We own our learning and are accountable for our actions.
- We explore our interests, set meaningful goals, and prepare to excel after high school.
- We participate in our school, local, and global community.
- We think critically and develop creative problem-solving skills.

## FORMULA FOR SUCCESS

We move toward our vision most powerfully when we invest in:



Challenging, Engaging, & Diverse **Curriculum**



**Collaboration & Innovation** through Professional Learning Teams



Wide variety of high quality **Extracurricular Activities**



Dedicated, highly-skilled, supportive **Staff**



**Strong Partnerships** with parents & the community



**Fiscal Responsibility** and **Quality Facilities**

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2023-2028



## KEY PERFORMANCE AREAS + INDICATORS

Warren Township High School District 121 measures key data in specific areas to ensure our community is receiving quality services:



### LEARNING

Graduation Rate | Career Readiness | Early College Success  
Achievement Gap | Student Proficiencies



### STUDENTS

On-track Status | Student Perceptions | Attendance  
Behavior | Extracurricular Involvement | Safety Incidents



### EMPLOYEES

Employee Engagement | Staffing | Retention  
Training Hours



### FINANCES

Long Term Projections | Fund Balances | Budget Efficiencies  
Workers Compensation



### FACILITIES

Project Completion | Maintenance Costs | Utility Usage  
Resource Age

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2023-2028



## GOALS & STRATEGIES

Warren Township High School District 121 will improve our performance and make progress toward our vision through the following:

### DIVERSITY, EQUITY, AND INCLUSION

We will give voice to students, staff, and stakeholders as we make decisions that empower all learners to reach equitable outcomes.

### SOCIAL EMOTIONAL WELL-BEING

We will proactively create a supportive, healthy, and respectful environment that builds lifelong skills in our learners.

### ACADEMIC EXCELLENCE

We will rethink the high school experience to provide stronger career connections and modernize the role of students in their learning process.

### CONTINUOUS IMPROVEMENT

We will work collaboratively to create shared accountability for student success, climate, culture, communication, and safety.

### MODERN FACILITIES

We will use effective planning and resource allocation to ensure our facilities are updated, maintained, and support a future of student-centered learning.

### FINANCIAL STEWARDSHIP

We will prioritize financial decisions that honor our community's trust and support student success both today and in the future.



## DIVERSITY, EQUITY, AND INCLUSION

We will give voice to students, staff, and stakeholders as we make decisions that empower all learners to reach equitable outcomes.

### **Year 1-5 goals that will lead our work:**

- A. We will utilize key indicators to measure progress toward universal targets that all children can achieve through differentiated support.
- B. We will transform our interactions with and services to students to ensure equitable practices in and outside of the classroom and engage every student as an active voice in their educational experience.
- C. We will build internal and external connections that increase understanding, coordination, and celebrations.
- D. We will create systems that promote hiring and retention of a diverse workforce.
- E. We will build ongoing training and development for all stakeholders to ensure diversity, equity, and inclusion competencies are prioritized.

### **Year 1 strategies that represent the 20% of our work with the greatest impact:**

- 1. Reinstate a stakeholder Diversity, Equity and Inclusion (DEI) team to begin an audit of grading practices, curriculum, course enrollment, and district handbooks and policy.
- 2. Present a report to the school board that provides an overview of the field of equitable grading practice by March 2024.
- 3. Begin multi-year training for staff in the Charlotte Danielson *2022 Framework for Teaching*.



## SOCIAL EMOTIONAL WELL-BEING

We will proactively create a supportive, healthy, and respectful environment that builds lifelong skills in our learners.

### **Year 1-5 goals that will lead our work:**

- A. We will use time during the school day to provide social and emotional support for students.
- B. We will provide all staff with effective and comprehensive training that recognizes the importance of support and interventions in and outside of the classroom, including effective ways to respond to trauma and appropriate use of restorative practices.
- C. We will work to connect students and their families to WTHS and appropriate community resources in order to ensure safe spaces for students 24/7. If gaps in community resources exist, we will work to create solutions to fill those gaps.
- D. We will develop strong relationships between staff and students that promote safety and respect.

### **Year 1 strategies that represent the 20% of our work with the greatest impact:**

- 1. Implement an updated staffing model for the Student Services department.
- 2. Provide training for staff in restorative practices and available community resources.
- 3. Research alternative day schedule options, including advisory and block scheduling, and make an alternative-day schedule proposal to the school board by January 2024 for the 2024-2025 school year.
- 4. Present a report to the school board that identifies resource deserts in our community by February 2024.

# STRATEGIC PLAN

2023-2028



## ACADEMIC EXCELLENCE

We will rethink the high school experience to provide stronger career connections and modernize the role of students in their learning process.

### **Year 1-5 goals that will lead our work:**

- A. We will modernize our learning structure and reimagine the role of a public high school to make stronger connections to life-long skills, prioritize learning over testing, and bring joy into our school.
- B. We will build community connections and realign our offerings to ensure learning is connected to career preparation and student needs.
- C. We will actively seek student voice in all of our decisions.

### **Year 1 strategies that represent the 20% of our work with the greatest impact:**

- 1. Create positions for students at school board meetings and on the school improvement team.
- 2. Conduct course offerings audit to determine where career pathway sequences currently exist and identify new course offerings that can expand career pathway sequences.
- 3. Implement an updated academic intervention support model for students.
- 4. Review current graduation requirements for opportunities to align with career preparation.
- 5. Conduct staff training on high school career pathways and endorsements.
- 6. Begin multi-year training for staff in the Charlotte Danielson *2022 Framework for Teaching*

# STRATEGIC PLAN

2023-2028



## CONTINUOUS IMPROVEMENT

We will work collaboratively to create shared accountability for student success, climate, culture, communication, and safety.

### **Year 1-5 goals that will lead our work:**

- A. We will use a school improvement team process to collaboratively review data and set goals for improvement.
- B. We will foster a safe and supportive environment with support systems that build relationships and trust among all district stakeholders.
- C. We will promote trust through improved communication, district-wide collaboration, and clear and transparent processes.
- D. We will ensure safety and accountability by systematically reviewing expectations for staff and students.
- E. We will provide meaningful professional development that promotes staff engagement with clear learning objectives connected to student success.

### **Year 1 strategies that represent the 20% of our work with the greatest impact:**

- 1. Create a stakeholder-populated School Improvement Team that monitors strategic plan implementation through progress on annual improvement plans.
- 2. Establish a stakeholder feedback system with staff, students, and families that provides data to the Board of Education twice a year after each semester.
- 3. Implement a professional development plan that utilizes staff choice and initiative.
- 4. Implement a direct-to-student communication system for school services, clubs, athletics, and activities.
- 5. Implement safety recommendations from the 2023 Safety & Security Audit findings.

# STRATEGIC PLAN

2023-2028



## MODERN FACILITIES

We will use effective planning and resource allocation to ensure our facilities are updated, maintained, and support a future of student-centered learning.

### **Year 1 strategies that represent the 20% of our work with the greatest impact:**

1. Create a 10-year facility plan that acknowledges the need to address large-scale capital projects and preventative maintenance.

## FINANCIAL STEWARDSHIP

We will prioritize financial decisions that honor our community's trust and support student success both today and in the future.

### **Year 1 strategies that represent the 20% of our work with the greatest impact:**

1. Implement an investment strategy that supports the district's long-term financial health.
2. Perform an annual long-term financial analysis that measures the impact of new staffing models aligned with new revenue.



# Warren Township High School District 121

## SCHOOL IMPROVEMENT TEAM

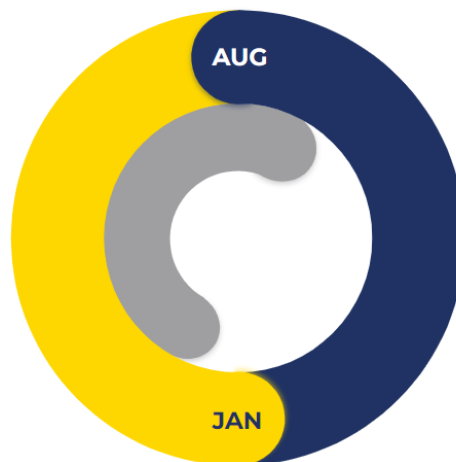
2023-2028



The School Improvement Team models transparency, collaboration, and continuous improvement for the school district by bringing multiple stakeholders together to work in a shared leadership and governance model to manage progress on the strategic plan.

<h3>MEMBERSHIP</h3>	<p><b>At large:</b></p> <ul style="list-style-type: none"> <li>■ Superintendent</li> <li>■ 2-4 recent alumni</li> </ul> <p><b>Campus Representatives</b></p> <ul style="list-style-type: none"> <li>■ 2 administrators from each campus</li> <li>■ 2 classified staff from each campus</li> <li>■ 4 certified staff from each campus</li> <li>■ 2 students from each campus</li> </ul>
<h3>MEETING FORMAT</h3>	<ul style="list-style-type: none"> <li>■ Number: Four meetings annually</li> <li>■ Length: 2.5 hours             <ul style="list-style-type: none"> <li>+ Campus-specific work: 1 hour</li> <li>+ School-wide work: 1.5 hours</li> </ul> </li> <li>■ Agendas created by administrator and staff co-chairs</li> <li>■ All-staff email after meeting with summary</li> </ul>
<h3>TIMELINE OF WORK</h3>	<ul style="list-style-type: none"> <li>■ Meeting #1: August before school starts</li> <li>■ Meeting #2: December Finals afternoon</li> <li>■ Meeting #3: March Institute Day afternoon</li> <li>■ Meeting #4: May Finals afternoon</li> </ul>

- Planning**  
 March - September
- Implement**  
 August - December
- Pivot**  
 January - June





# Warren Township High School District 121

## IMPROVEMENT CYCLES

2023-2028

Improvement Cycles form the operating system for the school district and allow the organization to identify needed improvements, plan for action, implement ideas, and collectively reflect on progress.

### CYCLE #1: PLANNING | MAR - SEP

#### School Improvement Team Role

March

1. Identify broad targets for next year
2. Begin initial draft of next year's improvement plans
3. Review committee work completed to-date.

May

1. Review updated draft of next year's improvement plan.
2. Identify strategies for the upcoming year.
3. Identify professional development & staff support needed to execute strategies.
4. Identify priority work for each district committee.

August

1. Finalize upcoming year's improvement plans.
2. Finalize strategies, professional development, staff support, staff committee work.
3. Identify annual communication priorities and norms.

#### Board of Education Role

April

1. Review and prioritize broad targets for next year.
2. Identify annual indicators for progress monitoring.

June

1. Review and provide feedback on the draft of next year's improvement plan and strategies.

September

1. Review final school improvement plan.
2. Review communication priorities.
3. Approve priorities for district committees.



**Warren Township High School District 121**  
**IMPROVEMENT CYCLES**  
**2023-2028**

Improvement Cycles form the operating system for the school district and allow the organization to identify needed improvements, plan for action, implement ideas, and collectively reflect on progress.

**CYCLE #2: IMPLEMENTATION | AUG - DEC**

School Improvement Team Role	Board of Education Role
December 1. Review progress on current year’s improvement plans. 2. Identify pivots & strategies for 2nd semester. 3. Identify communication priorities for 2nd semester.	February 1. Review progress on current year’s improvement plans and annual indicators. 2. Discuss pivots & strategies identified for 2nd semester.

**CYCLE #3: PIVOT | JAN - JUN**

School Improvement Team Role	Board of Education Role
May 1. Review year-end data from improvement plan. 2. Prepare draft report to the Board of Education.	June 1. Review final status of improvement plans and annual indicators. 2. Review progress on district key indicators.