

## Strategic Plan 2021 ADDENDUM



- **2020-2021 Progress Report**
- **Greatness Indicators with Metrics**
- **2021-2022 Goals and Timelines**

### **Mission**

Maximize the growth and achievement of every student through rigor, support and innovation

### **Beliefs**

We believe that student growth and achievement are maximized when:

- The school community focuses its collaborative efforts on continuous improvement
- Both rigor and support are infused throughout student programs and staff development
- Data and best practices drive decision-making throughout the school community
- Students and staff drive creative thinking and innovation
- Students demonstrate responsibility and take active ownership of their learning
- The school provides inviting learning environments that are both safe and secure
- We unleash the power of our inclusive and diverse culture

### **Formula for Success**

- Education focused on excellence and equity
- Challenging, engaging, diverse curriculum
- Collaboration and innovation through Professional Learning Teams
- Wide variety of high quality extracurricular activities
- Dedicated, highly-skilled, supportive staff
- Committed, hard-working students
- Strong partnership with parents and the community
- Fiscal responsibility and quality facilities

Warren Township High School District 121  
**Strategic Plan—2021 Addendum**



July 20, 2021

In the fall of 2015, Warren Township High School District 121 embarked on a strategic planning process to help guide the priorities and work for the school district moving forward. The strategic plan that was created by a representative committee was a very comprehensive plan, approved by the Board of Education on December 15, 2015.

As part of the process, the planning committee committed to annual subsequent meetings to review progress made on the achievement of goals, and review of our performance data relative to our indicators of success. We committed to using the strategic plan as a living document to be reviewed and modified annually.

Due to the pandemic and continued instructional obstacles lasting through the 2020-2021 school year, our strategic planning process this year was limited and some of the annual data collected by our committee was unable to be gathered. Additionally, we were not able to bring together an in-person strategic plan committee meeting, which is usually held at the end of the school year.

A review of our goals for the 2020-2021 school year has been completed, as well as an identification of goals that were still in need of work for completion. These goals, as well as a few other critical goals related to district finances and/or the return-to-school process still ahead of us for the 2021-2022 school year have also been identified in this document.

On behalf of Warren Township High School District 121, I would like to thank all members of the community who have contributed to this strategic planning process over the last seven years. Identifying and documenting our continuous improvement efforts are vitally important to ensure we can continue the tradition of excellence at WTHS.

Sincerely,

John P. Ahlgrim, Ed.D.  
Superintendent of Schools

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### **WTHS Board of Education**

Paul Schulz, President  
John R. Anderson, Vice-President  
Bency Beals, Secretary  
Katherine Blair, Member  
Thomas Drake, Member  
Tony DeMonte, Member  
Natalia Alvarez Martinez, Member



## 2020-2021 Goals and Timelines

### Goals and Timelines

### 2020-2021 Completion

#### Curriculum, Instruction and Assessment

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|--|--|
| <p>1. Bring curricular updates for Spanish Language Arts program to the Curriculum Committee for approval. Begin planning for full implementation beginning in the 2021-2022 school year. (Dec 2020)</p>   | <p>1. This goal is complete. Spanish Language Arts and Culture (SLAC) program will begin implementation of the new honors and college prep curriculum in the 2021-2022 school year.</p>  |
| <p>2. Increase access to dual credit courses for WTHS students. Potential dual credit opportunities will be explored in Science, Business, and Industrial Technology. (Dec 2020)</p>   | <p>2. This goal was put on hold for the 2020-2021 school year. The District will continue work on science dual credit opportunities during the 2021-2022 school year.</p>  |
| <p>3. Provide professional development opportunities for WTHS teachers that focus on increasing capacity in effective Remote Learning Instructional Strategies. Professional development will focus on utilizing online platforms to provide real-time instruction as well as engaging and interactive asynchronous lessons for students that facilitate meaningful learning. (Aug 2020)</p> | <p>3. This goal is complete. Robust professional development focused on remote, hybrid, and concurrent instruction was implemented throughout the summer of 2020 and the 2020-2021 school year.</p>  |
| <p>4. Implement the collection method for student college/career readiness indicators utilizing eForms in PowerSchool. (Dec 2020)</p>  | <p>4. This goal is complete. Tracking service hours and student employment surveys are available to our students and parents/guardians through eForms in PowerSchool.</p>  |
| <p>5. Develop a system for identifying career pathways for students and promoting opportunities for students to pursue Consumer and Technical Education opportunities while enrolled at Warren. Assist students in identifying post-secondary options that are aligned to their identified career interest areas. (May 2021)</p>   | <p>5. This goal was not started during the 2020-2021 school year. Continued work will be done during the 2021-2022 school year focusing on the utilization of career interest surveys administered to freshmen and sophomore students during the course selection process.</p> |

#### Student Advocacy

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|---|--|
| <p>1. Finalize advisory model curriculum and implementation timeline. The curriculum will include the Active Learners Framework and Social-Emotional Learning Standards. (May 2021)</p> | <p>1. This goal is on hold as it is funding dependent. We hope to continue this work in future years.</p>  |
| <p>2. Identify and utilize interventions to increase the percentage of freshmen on track. (Dec 2020)</p>  | <p>2. This goal is ongoing. Student Service teams invited struggling students into the building for supervised remote and support services. Interventionists worked 1:1 with students at risk of passing classes and remedial course opportunities were created in Canvas to help students earn course credit.</p> |
| <p>3. Facilitate the potential implementation of a College of Lake County Navigator position at the Almond Campus. (Dec 2020)</p>   | <p>3. This goal is complete. College of Lake County Navigator is in place at the Almond Campus. The Navigator is working closely with our guidance department, College of Lake County and our families.</p>  |

## 2020-2021 Completion

## Student Life



## 2020-2021 Goals and Timelines

	Goals and Timelines	2020-2021 Completion
<b>Community and Communication</b>	1. Explore multilingual platforms for improved communication with all families. (Dec 2020)	1. This goal is ongoing. We currently utilize clerical support staff and the Donovan Group to translate many communications into the Spanish language, but not all. Our website has the capability to translate information into multiple languages. Additional support and/or technologies would need additional funding.
	2. Continue to work with the Foundation and provide support for establishing an Alumni Association. (May 2021)	2. This goal is on hold for now. An alumni association would need structure from the WTHS Foundation, resources and time.
	3. Explore and develop alternate avenues to communicate daily announcements to students and/or parents. (May 2021)	3. This goal is complete. The transition to video production of student weekly announcement and the posting of announcements on the website occurred during the 2020-2021 school year. Continued efforts will be made with our student groups to continue producing announcements in video format.
	4. Explore and develop a plan for increasing district presence on social media platforms. (Dec 2020)	4. This goal is ongoing. We have better utilized the Donovan Group to help us with Facebook posts to better reach parents, and increase our Facebook presence and other media platforms for students.
<b>Securing the Future</b>	1. Continue to implement green initiatives, including additional LED lighting and the completion of the Almond Campus solar project. (Dec 2020)	1. This goal is ongoing. The solar project is complete. Other LED efficiencies will be looked into in the future as they become available.
	2. Regularly review the current and future year budget worksheets to analyze changes in revenue sources and expenditures, and make adjustments accordingly for current and future year planning including but not limited to staffing and benefits. (May 2021)	2. This goal is ongoing. The financial budget projections will be continually updated every few months to reflect actual financial activity.
	3. Continue to facilitate the dialogue regarding tax rates and the potential need for a referendum in April 2021 to help increase local revenues. (May 2021)	3. This goal is ongoing. We will continue to discuss a potential referendum question for the 2022 primary election.
	4. Continue to identify potential funding sources to support the construction of new locker rooms at the O'Plaine campus. (May 2021)	4. This goal is ongoing. The District will continue to look for additional potential funding sources for the locker room project at the O'Plaine campus.
	5. Complete the roof repair projects at both campuses. (Dec 2020)	5. This goal is complete. Roof repairs were completed at both campuses. Water leaks will be repaired as they become apparent.

Warren Township High School District 121  
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## Greatness Indicators with Metrics – Page 1 of 2

	Data Source	2018 Results	2019 Results	2020 Results	Needs Improvement	Solid Performance	Exemplary Results	2021 Results
<b>Enrollment</b>	ISBE Fall Housing Report	4,137	4,032	3,951				3,931
<b>Superior Performance</b>								
<b>Student Academic Achievement</b>								
Maintain a High Graduation Rate	Summer ISBE Cohort Report (Current School Year—CSY—1)	93.7%	92.9%	93%	<92%	92-96%	>96%	94%
Increase Freshman On Track Rate	Annual Illinois School Report Card (CSY – 1)	90%	90%	86.8%	<86.9%	87%-94.9%	>95%	88.9%
Increase our SAT Evidence-Based Reading/Writing Score Average (College Board Report)	Spring Junior testing; Results from College Board in June	534	523	*NA	<450	450-539.9	>540	517
Increase our SAT Mathematics Score Average (College Board Report)	Spring Junior testing; Results from College Board in June	521	521	*NA	<500	500-539.9	>540	504
Maintain high percentages of students meeting expected growth targets for Evidence-Based Reading/Writing from PSAT9 to PSAT10	CADCA SAT Student Growth Data Report (CSY – 1)	N/A	89%	89%	<59.99%	60% - 89.9%	>90%	*NA
Maintain high percentages of students meeting expected growth targets for Mathematics from PSAT9 to PSAT10	CADCA SAT Student Growth Data Report (CSY – 1)	N/A	85%	66%	<59.99%	60% - 89.9%	>90%	*NA
Maintain high percentages of students meeting expected growth targets for Evidence-Based Reading/Writing from PSAT10 to SAT	CADCA SAT Student Growth Data Report (CSY – 1)	N/A	70%	70%	<59.99%	60% - 89.9%	>90%	*NA
Maintain high percentages of students meeting expected growth targets for Mathematics from PSAT10 to SAT	CADCA SAT Student Growth Data Report (CSY – 1)	N/A	84%	84%	<59.99%	60% - 89.9%	>90%	*NA
Maintain High Percentages of Enrollments in Honors and AP Classes	Data Warehouse	25%	25%	23%	<23%	23-25%	>25%	24%
Maintain High AP Successful Participation Rate	College Board AP Report—Equity and Excellence (CSY – 1)	47.8%	47.8%	42.2%	<40%	40-50%	>50%	42.3%
Maintain High AP Success Rate	College Board AP Report (CSY – 1)	85.9%	85.9%	85.0%	<70%	70-89%	>89%	87%
Increase MAP Growth Targets Met for Students Behind in Reading	Annual Summer Report	52%	61%	*NA	<50%	50-65%	>65%	*NA
Increase Summer School Enrichment Enrollments	Annual Summer School Report	696	11.9%	11.7%	<5%	5% - 15%	>15%	10.5%
<b>High Levels of Satisfaction</b>								
Maintain High Attendance Rates	School Report Card Data Collection (CSY – 1)	93.7%	94.6%	93.5	<93%	93-95%	>95%	*NA
Maintain Low Suspension for Misconduct Rate	June Out-of-School Suspension Report	.94/day	.96/day	.89/day	>3/day	2-3/day	<2/day	*NA
Maintain High Participation Numbers in Athletics per student enrollment	Annual Summer Report	39%	38.9%	*NA	<.35%	35%—40%	>40%	30.5%
Maintain High Numbers of Unique Participants in Clubs and Activities per student enrollment	Annual Summer Report	47.3%	52%	*NA	<40%	40%—50%	>50%	*NA

# Warren Township High School District 121 Strategic Plan—2021 Addendum



## Greatness Indicators with Metrics – Page 2 of 2

	Data Source	2018 Results	2019 Results	2020 Results	Needs Improvement	Solid Performance	Exemplary Results	2021 Results
<b>Distinctive Impact</b>								
<b>External Recognition of Students, Staff, School and the District</b>								
Increase Recognition for the School Community	Board of Educ Recognized Events	25	28	12	<27	27-40	>40	17
Maintain High North Suburban Conf Success in Athletics	Annual Summer Report	3	3	*NA	#5-8	#3-4	#1-2	*NA
<b>Community Partnerships and Connections</b>								
Increase Community Partnerships and Intergovernmental Agreements	Communications report to BOE	29	30	30	<20	20-30	>30	35
<b>Leaders in the Field</b>								
Increase Number and Visibility of Innovative, Exemplary Programs	WTHS Innovative Program Report	9	9	9	<7	7-11	>11	11
<b>Lasting Endurance</b>								
<b>Success Beyond High School</b>								
Maintain High Attendance in Post-Secondary Institutions (prior yr. grad class)	National Student Clearinghouse (CSY – 1)	75%	76%	Still waiting on report from National Student Clearinghouse. This data may be delayed due to COVID-19	<75%	75-90%	>90%	*NA
Maintain High Retention in Post-Secondary Institutions (grad class 2 yrs ago)	National Student Clearinghouse (CSY – 2)	91%	91%	Still waiting on report from National Student Clearinghouse. This data may be delayed due to COVID-19	<80%	80-95%	>95%	*NA
Maintain High Numbers of Technical Certificates Earned	Annual Summer Report	1,081	23.7%	*NA	<20%	20% - 30%	>30%	*NA
<b>Fiscal Responsibility/Securing the Future</b>								
Increase Food Service Satisfaction Rating	Satisfaction survey (bi-annual Illinois Youth Survey)	2.8	NA	*NA	<2.66	2.67-3.25	>3.25	*NA
Maintain a Balanced Annual Operating Budget	End of FY financials *unaudited	-\$2M **	** -\$900K	** -\$2.5M	<-\$2M to -\$750K	-\$750K to \$750K	\$750K to \$2M	*NA
Maintain Funds in Reserves of at least 40% of annual budget	End of FY financials *unaudited	32% **	** 64% (35% after \$19M allocated expenditures)	** 32% (22% after \$5.5M allocated expenditures)	<35%	35-40%	>40%	*NA

\*NA = Data not available or valid due to COVID-19.





## 2021-2022 Goals and Timelines

### Curriculum, Instruction and Assessment

1. Increase access to dual credit courses for WTHS students. Potential dual credit opportunities will be explored in Science, Business, and Industrial Technology.
2. Develop a system for identifying career pathways for students and promoting opportunities for students to pursue Consumer and Technical Education opportunities while enrolled at Warren. Assist students in identifying post-secondary options that are aligned to their identified career interest areas.
3. Examine current grading practices with staff to ensure that grades are a true reflection of student learning and academic growth.

### Student Advocacy

1. Implement Elementary and Secondary School Emergency Relief (ESSER) funds for the Academic Intervention and Mentoring (AIM) program for the 2021-2022 school year (credit recovery).
2. Implement Recover, Educate, Achieve, Coach and Honor (REACH) program designed for freshmen students to provide academic support and executive functioning skills.
3. Utilize Interventionists for at-risk students.
4. Identify and utilize interventions to increase the percentage of freshmen on track.

### Shared Leadership

1. Investigate additional equity initiatives, including the development of Board policy, Administrative procedures, staff teams and accountability related to equity for students.
2. Share our current Portrait of a Graduate (now called "The Warren Way") to highlight essential areas of development for success of our students at WTHS and beyond.
3. Continue to monitor enhanced health requirements from the Illinois State Board of Education (ISBE) and implement them accordingly.

### Student Life

1. Continue to develop and implement strategies that support SB100 mandates including restorative practices and professional development for staff.
2. Audit current student groups and recommend potential restructuring of responsibilities as these pertain to equity initiatives.
3. Utilize the Seamless Summer food service program for students for this school year.

### Community and Communication

1. Continue to investigate the multilingual capacity of the District website and/or the District notification system.
2. Explore and develop a plan for increasing district presence on social media platforms.

### Securing the Future

1. Continue to identify potential funding sources to support the construction of new locker rooms at the O'Plaine campus.
2. Regularly review the current and future year budget worksheets to analyze changes in revenue sources and expenditures, and make adjustments accordingly for current and future year planning including.
3. Continue to discuss with the community the potential of a referendum question in the 2022 primary election.