

Strategic Plan

2020 ADDENDUM



- 2019-2020 Progress Report
- Greatness Indicators with Metrics
- 2020-2021 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—2020 Addendum



June 9, 2020

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 interrupted school year in the spring of 2020, our strategic planning process this year was limited and some of the annual data collected by our committees 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 2019-2020 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 2020-21 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 six 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



STUDENT ADVOCACY GROUP AT THE STRATEGIC PLANNING COMMITTEE MEETING
ON JUNE 11, 2019

WTHS Board of Education

Paul Schulz, President
John R. Anderson, Vice-President
Jim Walz, Secretary
Bency Beals, Member
Thomas Drake, Member
Tony DeMonte, Member
Jonita C. Wilson, Member

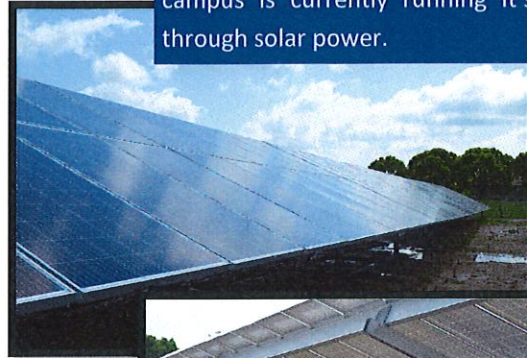


Progress of some of the 2019-2020 Goals and Timelines

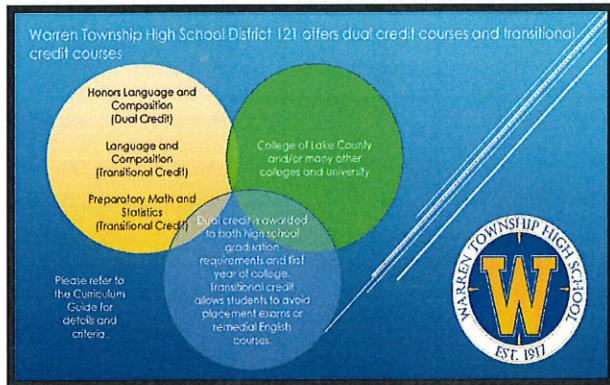
Preliminary draft view of the Portrait of a Graduate



The Almond Campus solar project was activated on May 29, 2020. The Almond campus is currently running its electricity through solar power.



Dual Credit Courses and Transitional Credit Courses Offered



Warren Township High School District 121

Diversity, Equity and Inclusion Master Plan

A nine-page master plan is in a draft format with some final work to complete.

Warren Township High School District 121

Strategic Plan—2020 Addendum



2019-2020 Goals and Timelines

Goals and Timelines

2019-2020 Completion

Curriculum, Instruction and Assessment

1. Continue to research use of School Improvement Plan (SIP) time to promote professional development and staff collaboration.
2. Continue to collaborate and research necessary curricular updates for Spanish Language Arts program.
3. Complete an analysis of the Instructional Coach Model. Make recommendations for changes prior to December
4. Complete an analysis of how technology is integrated into daily classroom instruction.
5. Increase access to dual credit courses in the areas of English and college-level education courses.
6. Bring a proposal from the Project-Based Learning Committee to the Board of Education to be approved for the 2020-2021 school year.
7. Investigate avenues to decrease the percentage of students enrolled in college core courses. Investigate additional supports required.
8. Investigate potential applications for Blended Learning at WTHS. Investigate educational benefits, as well as potential roadblocks for implementation.
9. Develop a collection method for student college/ career readiness indicators.
10. Develop a dashboard in the Data Warehouse to track district performance in the areas assessed on the Illinois School Report Card.
1. This year we researched different models for our late start dates. We researched updates to state law for late starts. Beginning in 2021-2022 our late start days will be on Wednesday's to allow for a late start every week. Which will provide increased opportunity for Professional Development and Collaboration. This goal is complete.
2. Site visits were conducted to other area high school districts that offer Dual Language programs. A model was identified for WTHS. The updated programming will go to Curriculum Committee in the fall. This goal will continue in 2020-2021.
3. The Instructional Services Team consulted with other districts and went on site visits to learn about Instructional Coaching implementations at other area schools. We have adjusted our model for the 2020-2021 School Year. Additional adjustments have been identified and would be implemented upon the passing of a referendum. This goal is complete.
4. PLT Leaders completed a survey of the technology integration in their course teams. The analysis was completed using the SAMR model. Almost all classrooms have some level of technology integration. Many were at the Augmentation or Modification level. This means that the technology was substituting for the traditional instruction with a functional improvement and/or significant task redesign. Some were in the redefinition level some of the time as well. This goal is complete.
5. This past fall, the Curriculum Committee approved a Transitional English course, Transitional Math course, and Dual Credit English Course for implementation in the 2020-2021 School Year. Initial conversations began around expanding dual credit offerings into Science, Business, and Industrial Technology courses. This goal will continue in 2020-2021.
6. This past fall, the Curriculum Committee approved a PBL Academy for sophomore students. The Academy included 2 Industrial Tech courses, English II, Government and Civics, and Contemporary Economics. The academy did not have enough enrollment to run in 2020-2021. The committee is evaluating modifications to encourage more students to enroll for the 2021-2022 School Year. This goal is complete.
7. Beginning in the 2020-2021 School Year, WTHS will no longer offer College Core-level Algebra I. The math department has developed intervention curriculum to supplement Algebra I instruction for students struggling to meet curricular benchmarks. This is a rolling implementation. Additional College Core math classes will be eliminated each year, and intervention curriculum will be implemented accordingly. This goal is complete.
8. Administrators visited Huntley High School to learn more about their Blended Learning program. We determined that we have several road blocks that we need to address before beginning to develop a blended learning program at WTHS. Due to the COVID-19 pandemic, this goal will be modified in 2020-2021 to focus on the training of WTHS teachers in effective implementation of Remote Learning Instruction.
9. A collection method was identified, and implemented. The implementation began in February, 2020. Due to the COVID-19 pandemic, the work on this goal was cut short. This goal will continue in 2020-2021 as we begin full implementation in the fall.
10. Several new reports were developed in the Data Warehouse to allow us to track student growth and performance in areas assessed by the Illinois School Report Card. Most significantly, a Freshman On Track Early Warning report was developed as well as a report that monitors student growth on PSAT9, PSAT10, and SAT assessments. This goal is complete.

Strategic Plan—2020 Addendum**2019-2020 Goals and Timelines****Goals and Timelines****2019-2020 Completion**

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| <ol style="list-style-type: none"> 1. Review grade replacement policies for students who repeat a course for credit. 2. Review opportunities for course retake and credit recovery included but not limited to: co-enrollment in first and second semester courses, leveraging summer school, utilizing the Day Bridges program. 3. Finalize advisory model and determine implementation timeline. 4. Finalize advisory curriculum and professional development plan. Plan will include the Active Learners framework and social and emotional learning (SEL) standards. Determine implementation timeline. 5. Revisit the district history with work for credit program. 6. Utilize opportunities throughout the year to communicate expectations, high school requirements, and student wellness information including but not limited to: school safety, being digitally responsible, vaping, graduation requirements, college and career planning. 7. Implement and continue to investigate updates to Student Services Team practices to support at-risk students. 8. Utilize interventions to increase the percentage of Freshmen on Track in the Illinois State Board of Education data point. 9. Create a plan similar to the Schuler Scholar program model to service more students through internal or external | <ol style="list-style-type: none"> 1. We reviewed grade replacement policies for students who repeat courses for credit and made changes to the policy as well as making sure all practices for grade replacement are a part of Student Services protocols. This goal is complete. 2. We added additional Day Bridges courses this year and next to include: Algebra I, World History, Biology, English I, Government, and Economics. We enrolled some students who failed core freshman first semester courses into second semester to try to recover credit. This goal is complete. 3. Met with advisory committee throughout the school year and created a proposal for an advisory model. This goal will continue. 4. Curriculum and professional development plan will be worked on in the 2020-2021 school year. We were able to get a framework in place, but need more confirmation on the Advisory Model before a detailed curriculum can be finalized. This goal will continue. 5. The history of our work for credit program was reviewed and we do not recommend recreating it under the old model at this time. This goal is complete. 6. Seminars were utilized at the O'Plaine campus and the College and Career Center was utilized at the Almond campus to offer communication and learning opportunities for our students on a variety of topics. This goal is complete 7. We reviewed practices used by our Student Services team for our at risk students including, but not limited to ACHIEVE, summer school, mentoring, support programming, and adding a mid-level team meeting to our Student Services practice. This goal is complete. 8. We will continue to analyze Freshmen on Track data and utilize interventions that best meet the needs of our students to keep them or get them on track for graduation. This goal will continue. 9. Our College and Career counselors met regularly during the school year (both during the school day and after school) with First Generation students to share important information, provide support, help instill pride, and make connections with the students. This goal is complete. |
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Student Advocacy

Strategic Plan—2020 Addendum



2019 – 2020 Goals and Timelines

Goals and Timelines

2019-2020 Completion

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| <ol style="list-style-type: none"> 1. Work with the College of Lake County, The University Center of Lake County and other commuter colleges/universities on the teacher pipeline development process. Include teaching in career fairs, investigate a "Future Teachers" club at WTHS and support internships and student teaching placements when possible. 2. Work with the District Student Leadership Council to host our third freshmen student leadership summit, and possibly host this event in November 2019. 3. Utilize sophomore students to help with freshman orientation program as a means of beginning some formal O'Plaine mentoring opportunities. 4. Arrange for our administrators and other staff to attend <i>Beyond Diversity</i> training facilitated by the Pacific Educational Group training in June 2019. 5. Work to ensure that traditional vocational career tracks are part of career fairs at both campuses for student exposure. Highlight the career portion of our college and career counseling and investigate possible use of some advisory time for career exposure, and provide staff training on "general" goal setting processes so all staff can better assist students. 6. Investigate whether or not we offer sufficient elective programs/activities for students specifically related to more traditional shop classes at the O'Plaine campus to help introduce students to different career options, and/or investigate the programs currently at the College of Lake County to see if they have programs to provide such exposure. 7. Investigate having graduates from WTHS and the Technology Campus (or other graduates with certification type education and employment) return to share with our students the power of such programs and employment potential. 8. Investigate the creation of a "Girl Power" club (and parallel club for boys) to help empower our students. 9. Define what a successful WTHS graduate looks like to ensure we are developing students in all areas. | <ol style="list-style-type: none"> 1. The district formally committed to the Lake County Grow Your Own teacher pipeline program. We also are planning on having a CLC college "Navigator" on site at WTHS next year to help with other career paths. This goal is complete. 2. The summit was intended to be combined with the freshmen orientation (with sophomore leaders) program at O'Plaine which will resume when we return to in-person instruction. This goal is complete. 3. This process occurred during the 2019 orientation. This goal is complete. 4. This training took place in June, 2019. This goal is complete. 5. The career fair was held this past year and we also will continue the development of our advisory program to help with career exposure to our students. This goal is complete. 6. We are currently on hold with the development of other classes due to funding. This goal is on hold. 7. Tech Campus sent WTHS student representatives to share their positive experience of their programs to an O'Plaine seminar session this year. This goal is complete. 8. Social workers implemented a conflict resolution group. <i>Third Millennium</i> online learning software purchased and reviewed to supplement groups. This goal is complete. 9. We continued this work with our WTHS community and have established a DRAFT Portrait of a Graduate document to accompany our Strategic Plan. This goal will continue with a rollout for FY21. |
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Shared Leadership

Strategic Plan—2020 Addendum



2019 – 2020 Goals and Timelines

Goals and Timelines

2019-2020 Completion

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| <ol style="list-style-type: none"> 1. Continue to work through a prioritized plan to renovate/enhance athletic and Fine Arts facilities
 2. Continue to develop and implement strategies that support SB100 mandate including restorative practices and professional development for staff.
 3. Investigate a new structure for our student activity leadership model to strengthen and enhance our non-competitive clubs and activities including, but not limited to; improving communication with staff and students, promoting activities, improving school spirit, theater management and providing more support for clubs. | <ol style="list-style-type: none"> 1. A 10-year plan is implemented. The building projects team meets monthly. This team has been expanded to include BOE members in the Board Facilities Committee. This goal is complete.
 2. Several staff members attended training this year. The deans provided staff wide training during Institute days. New software has been purchased to provide online restorative practices for students. This goal will continue.
 3. A plan was submitted but was denied due to funding. This goal is currently on hold. |
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Student Life

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| <ol style="list-style-type: none"> 4. Continue to enhance and implement the safety and mental health plans at both campuses
 5. Develop a diversity, equity and inclusion master plan, which articulates our current and future equity initiatives at WTHS.
 6. Install digital recognition monitors at both campuses to highlight significant student and staff accomplishments.
 7. Support student driven courtyard improvements to increase functionality.
 8. Provide for consistent access to vending/coffee bar throughout the buildings and a potential partnership with Special Education students in work-study tasks. | <ol style="list-style-type: none"> 4. The safety and mental health plan was significantly revised and implemented. A new mental health quick guide was developed that mirrored our safety quick guide for student service staff. This goal is complete.
 5. The committee was close to completing the plan prior to the shutdown. We will complete the plan next year. This goal will continue.
 6. The software has been purchased and is ready for display on the website. Two screens have been purchased for both campuses. We are in the process of hanging the screens. This goal is complete.
 7. The O'Plaine students have developed a plan and will complete once the shutdown is over. Building and Grounds staff will provide materials. This goal will continue at O'Plaine.
 8. The ELS program at Almond provided a delivery service to staff in the spring in a partnership with our food service. We hope to continue this service next year. This goal is complete. |
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Strategic Plan—2020 Addendum**2019 – 2020 Goals and Timelines****Goals and Timelines****2019-2020 Completion**

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| <ol style="list-style-type: none"> 1. Review alternative ways to commit resources to a "Director of Communications/Community Development" position. For example, shared services, current staffing, and/or outsourcing.
 2. Continue a series of parent informational meetings for families who have their first student starting high school.
 3. Explore multilingual platforms for improved communication with all families.
 4. Continue to build a diverse community of respect and acceptance through our parent/guardian Diversity Committee. | <ol style="list-style-type: none"> 1. The district is utilizing the Donovan Group to assist with district level communication, social media, and other district level communications. This goal is placed on hold for the 2020-2021 school year.
 2. This goal is no longer needed as we have provided this format for the previous two years and will continue to provide this format in future years. It is no longer a goal, but a part of the programming that we provide to our families. This goal is complete.
 3. We will continue to evaluate the best practices for communicating in multiple languages. We plan to audit our systems and see if there are additional formats we should consider. This goal will continue.
 4. This goal is no longer needed as we have provided this format for the previous four years and will continue to provide this format in future years. It is no longer a goal, but a part of the programming that we provide to our families. This goal is complete. |
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| <ol style="list-style-type: none"> 5. Communicate results of master diversity, equity and inclusion plan to our larger school community.
 6. Continue to work with the Foundation and provide support for establishing an Alumni Association.
 7. Explore and develop alternate avenues to communicate daily announcements to students and/or parents.
 8. Participate in joint communications through local community newsletters.
 9. Explore and develop a plan for increasing district presence on social media platforms. | <ol style="list-style-type: none"> 5. This goal will continue into the 2020-2021 school year and align with the master plan that is being developed and finalized for publication. This goal will continue and should be completed in the 2020-2021 school year.
 6. We will continue to make connections with the WTHS Foundation leadership to evaluate the development of this valuable resource. This goal will continue into the 2020-2021 school year.
 7. Many options exist and providing a convenient, yet effective platform is critical for ease of use and success of alternative methods to communicate. This goal will continue to be developed in the 2020-2021 school year.
 8. This goal is no longer needed and was completed at the beginning of the 2019-2020 school year via district office outreach to area publications. This goal is complete.
 9. The district is utilizing the Donovan Group to assist with district level communication, social media, and other district level communications. We will continue to meet during the 2020-2021 school year to explore expansion of our presence on different social media accounts. This goal will continue. |
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**Community
and
Communication**

Strategic Plan—2020 Addendum**2019 – 2020 Goals and Timelines****Goals and Timelines****2019-2020 Completion**

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| <ol style="list-style-type: none"> 1. Continue to implement green initiatives, including but not limited to LED lighting, Solar Power Purchasing Agreements (PPA) and paper reduction. 2. Expand food service offerings for students and staff members at both the O'Plaine and Almond campuses. 3. Explore Point of Sale (POS) systems to consolidate multiple payment collection. 4. Continue to review facility needs, enrollment and staffing for special education programming, including but not limited to transition services. 5. Engage the community in open dialogues regarding tax rates and district funding opportunities. Also, continue to review user fees while being mindful of our free and reduced student population. 6. Update roof condition evaluations at both the O'Plaine and Almond campuses. 7. Review legal expenses and firms through the Request for Proposal (RFP) process. 8. Expand training opportunities for the Building and Grounds staff to reduce the need to purchase contracted services or consider shared services. 9. Investigate the current transportation costs/rates/routes, look at third party options, consider alternate fuel sources, draft new bus routes, and/or explore new vehicle options. | <ol style="list-style-type: none"> 1. We have made significant strides regarding our Almond Campus solar project. This goal will continue on for the 2020-2021 school year. 2. This process was completed for the 2019-2020 fiscal year. This goal is complete. 3. The District performed an extensive POS system review process and identified a vendor for implementation in FY21. This goal is complete. 4. This movement of our transition program back to the O'Plaine campus will be complete by the start of the FY21 school year. This goal will continue through that time. 5. The District has partnered with several firms to help communicate the need for and process by which a referendum question would be proposed. This goal continue in the fall of 2020. 6. The roofing inspections and conditions have been evaluated. This goal is complete, but the roof repair process will take place in the summer of 2020. 7. This goal was not completed and with multiple different things going on this goal will be taken off the list for this upcoming year. This goal is on hold. 8. We reviewed some options that may be beneficial, but overall this is difficult to facilitate due to staffing and training limitations. This goal has been placed on hold. 9. This process was completed at the beginning of the 2019-2020 school year via district office outreach to several transportation companies. This goal is complete. |
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Securing the Future

Warren Township High School District 121

Strategic Plan—2020 Addendum



Greatness Indicators with Metrics – Page 1 of 2

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

Warren Township High School District 121

Strategic Plan—2020 Addendum



Greatness Indicators with Metrics – Page 2 of 2

	Data Source	2018 Results	2019 Results	Needs Improvement	Solid Performance	Exemplary Results	2020 Results
Distinctive Impact							
External Recognition of Students, Staff, School and the District							
Increase Recognition for the School Community	Board of Educ Recognized Events	25	28	<27	27-40	>40	*NA
Maintain High North Suburban Conf Success in Athletics	Annual Summer Report	3	3	#5-8	#3-4	#1-2	*NA
Community Partnerships and Connections							
Increase Community Partnerships and Intergovernmental Agreements	Communications report to BOE	29	30	<20	20-30	>30	30
Leaders in the Field							
Increase Number and Visibility of Innovative, Exemplary Programs	WTHS Innovative Program Report	9	9	<7	7-11	>11	9
Lasting Endurance							
Success Beyond High School							
Maintain High Attendance in Post-Secondary Institutions (prior yr. grad class)	National Student Clearinghouse (CSY – 1)	75%	76%	<75%	75-90%	>90%	Still waiting on report from National Student Clearinghouse. This data may be delayed due to COVID19
Maintain High Retention in Post-Secondary Institutions (grad class 2 yrs ago)	National Student Clearinghouse (CSY – 2)	91%	91%	<80%	80-95%	>95%	Still waiting on report from National Student Clearinghouse. This data may be delayed due to COVID-19
Maintain High Numbers of Technical Certificates Earned	Annual Summer Report	1,081	23.7%	<20%	20% - 30%	>30%	*NA
Fiscal Responsibility/ Securing the Future							
Increase Food Service Satisfaction Rating	Satisfaction survey (bi-annual IYS) questions)	2.8	NA	<2.66	2.67-3.25	>3.25	*NA
Maintain a Balanced Annual Operating Budget	End of FY financials *unaudited	-\$2M **	** -\$900K	<-\$2M to -\$750K	-\$750K to \$750K	\$750K to \$2M	** -\$2.5M
Maintain Funds in Reserves of at least 40% of annual budget	End of FY financials *unaudited	32% **	** 64% (35% after \$19M allocated expenditures)	<35%	35-40%	>40%	** 32% (22% after \$5.5M allocated expenditures)

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

** Unaudited

Warren Township High School District 121

Strategic Plan—2020 Addendum



2020-2021 Goals and Timelines

Curriculum, Instruction and Assessment

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)
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)
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)
4. Implement the collection method for student college/career readiness indicators utilizing eForms in PowerSchool. (Dec 2020)
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)

Student Advocacy

1. Finalize advisory model curriculum and implementation timeline. The curriculum will include the Active Learners Framework and Social-Emotional Learning Standards. (May 2021)
2. Identify and utilize interventions to increase the percentage of freshmen on track. (Dec 2020)
3. Facilitate the potential implementation of a College of Lake County Navigator position at the Almond Campus. (Dec 2020)

Shared Leadership

1. Finalize the development of a Diversity, Equity and Inclusion master plan and share this plan with our WTHS community. (Dec 2020)
2. Share our current Portrait of a Graduate to highlight essential areas of development for success of our WTHS students at WTHS and beyond. (Dec 2020)
3. Utilize a Pandemic Preparedness Advisory Committee to help investigate and identify most appropriate return to school condition and processes. (Aug 2020)

Student Life

1. Complete the move for our transition program from Gurnee Mills to the O'Plaine campus. (Aug 2020)
2. Continue to develop and implement strategies that support SB100 mandates including restorative practices and professional development for staff. (May 2021)
3. Complete the O'Plaine campus student courtyard improvement project. (Dec 2020)

Community and Communication

1. Explore multilingual platforms for improved communication with all families. (Dec 2020)
2. Continue to work with the Foundation and provide support for establishing an Alumni Association. (May 2021)
3. Explore and develop alternate avenues to communicate daily announcements to students and/or parents. (May 2021)
4. Explore and develop a plan for increasing district presence on social media platforms. (Dec 2020)

Securing the Future

1. Continue to implement green initiatives, including additional LED lighting and the completion of the Almond Campus solar project. (Dec 2020)
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)
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)
4. Continue to identify potential funding sources to support the construction of new locker rooms at the O'Plaine campus. (May 2021)
5. Complete the roof repair projects at both campuses. (Dec 2020)