

# Strategic Plan

## 2017 ADDENDUM

- Greatness Indicators with Metrics
- 2017-2018 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

- 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

**Strategic Plan—2017 Addendum****2017-2018 Goals and Timelines****Curriculum,  
Instruction and  
Assessment**

1. When researching new course offerings, gather input from faculty and students. Collaborate with other districts for additional input, and provide a plan for implementation at multiple levels at Warren Township High School.
2. Develop/promote summer school bridge courses to strengthen students' academic skills.
3. Analyze subgroup performance data in all programs in comparison to entire student body to identify groups who need additional support (percentage of enrollments in College Core/College Prep/Honors-Advanced Placement), and develop recommendations/course of action for improvement
4. Accurately monitor attendance reporting in PowerSchool and Data Warehouse and the effectiveness of the final exam policy.
5. Convert ACT targets to SAT targets for student growth monitoring.
6. Increase dual credit opportunities for students.
7. Expand efforts to building a diverse community of respect in additional curricular areas outside of English/Social Studies.
8. Develop a monitoring tool to measure effectiveness of the 1:1 program.
9. Research ways to improve vertical articulation of curriculum, and student transition both internally and in collaboration with all the sender districts.

**Student  
Advocacy**

1. Continue to implement the new initiatives for strengthening special education services, assess their effectiveness, and make revisions, if needed.
2. Continue a rigorous transition program through community access instruction, pre-vocational training and independent living, review program effectiveness and continue to improve yearly.
3. Conduct the annual comprehensive review of our Transition Program.
4. For English Learners (EL) programming continue to expand professional development, improve communication with students and parents, and align curriculum for improved results on ACCESS testing.
5. Create a plan for a school-wide focus on helping students to be active learners and improve their self-monitoring, time management, interpersonal skills and study skills.
6. Continue committee work on planning problem-based learning opportunities.
7. Continue to investigate internships and expanded opportunities for improving and/or increasing exposure to career skills. Examples include, but are not limited to: Careers in Stem, Tech Academy Plus, Career mentorships, Job Shadowing.

**Shared  
Leadership**

1. Implement our comprehensive professional development plan including a focus on Innovation and Diversity for the 2017-18 school year, and plan for 18-19 according to Strategic Plan priorities.
2. Continue to implement our PLT model and the Lead Teacher models of shared leadership, assess their effectiveness, and make improvements as needed.
3. Continue to grow our own WTHS staff leaders and prepare internal candidates for leadership openings as they occur.
4. Continue to investigate recruitment processes to help support access to pools of candidates to help provide for a diverse staff.
5. Implement the newly designed classified staff training at our October institute day.
6. Utilize a District 121 Student Leadership Council to provide for student perspective provided to the Board of Education and District administration, and ensure that campus level Student Council leaders meet with the principals quarterly.
7. Create a goal/focus of how to create a culture of leadership with an initial investigation into the implementation of a Leadership Summit to bring together student groups to showcase accomplishments (i.e. Culture Fest), engage the community, and create synergy between student leaders.
8. Create opportunities for relationship building and mentorship including but not limited to: student to student, teacher to student, teacher to teacher, community member to student, etc.
9. Administer a survey to staff covering items from our Greatness Indicators. Include a question to investigate interest and feasibility of a homeroom/advisory period to enhance communication and relationships with students.

**Strategic Plan—2017 Addendum****2017-2018 Goals and Timelines**

- Student Life**
1. Implement diversity and inclusive environment training for staff.
  2. Administer additional survey questions to students on the Illinois Youth Survey (IYS) covering items from our Greatness Indicators.
  3. Explore opportunities to improve student attendance at events including, but not limited to: athletic/activity program partnership, using the Five-Star program with incentives, or promoting events through Blue Crew and other student leadership groups.
  4. Investigate the interest and feasibility of a school-wide community service day to enhance our partnership with the community.
  5. Promote digital citizenship programming through the student leadership groups.
  6. Continue to support and assess participation and success of our athletic and activity programs.
  7. Promote Student Assistance Programming (SAP) and community resources that address mental health, wellness and other proactive programming including, but not limited to; expansion of the Wellness Fair to O'Plaine Campus, Text-a-Tip hotline, expansion of depression screening to the Almond Campus, implementation of a school-wide IYS survey, and partnership with community agencies.
  8. Investigate a school-wide Live Arts pre-festival assembly to promote Fine Arts programming.
  9. Research and recommend a digital recognition program/software for athletics and activities at the Almond and O'Plaine campuses.

- Community and Communication**
1. Continue to educate, promote and utilize district technology tools to increase school to home connectivity.
  2. Continue to utilize and monitor the effectiveness of the district website as a means of communication.
  3. Investigate the use of social media as an essential form of communicating district news/events/information.
  4. Explore multilingual platforms for communication with all families. Promote availability of translation feature on the current website.
  5. Investigate and define the position of District Director of Communications.
  6. Continue to build a diverse community of respect and acceptance through our parent/guardian Diversity Committee.
  7. Investigate concept of hosting community-wide events that focus on inclusion.
  8. Continue to work closely with the Foundation and provide support for establishing an Alumni Association.

- Securing the Future**
1. Develop a balanced budget strategy.
  2. Achieve 40+% reserves.
  3. Remain fiscally responsible by analyzing the new state funding model and taking appropriate steps to counteract possible negative effects on WTHS 121.
  4. Evaluate the technology infrastructure and make improvements and enhancements as determined.
  5. Continue to improve the food service program satisfaction, participation and profit.
  6. Consolidate the facility assessment, life safety survey and current infrastructure plan into a comprehensive, prioritized improvement plan and develop proactive funding strategies to address facility needs.
  7. Investigate feasibility of green school initiatives, including but not limited to solar energy.
  8. Implement improvements and recommendations of the Insurance Advisory Committee.
  9. Continue to modify and utilize the Enrollment and Staffing Report to align our certified and administrative staff to address declining enrollments and anticipated retirements.

## Greatness Indicators with Metrics

## Strategic Plan—2017 Addendum

	Data Source	Results Desired	2015 Benchmarks	2016 Results	Needs Improvement	Solid Performance	Exemplary Results	2017 Results
<b>Superior Performance</b>								
<b>Student Academic Achievement</b>								
Maintain a High Graduation Rate	Summer ISBE Cohort Report	Maintain	94.0%	93.4%	<92%	92-96%	>96%	93.7%
Increase our ACT Composite Score Average (Grade 12 report)	Spring Junior testing; results from ACT in June	Increase	22.5	22.1	<22.5	22.5-22.9	>=23	22.1
Increase our ACT Student Best Score Average (Grade 12 report)	Data Warehouse	Increase	22.93	22.25	<22.5	22.5-22.9	>=23	22.43
Maintain high percentages of students showing adequate EPAS/EXPLORE Growth (Gr 11 report)	Spring Junior testing; results in June	Maintain	62.3%	64.7%	<40%	40-70%	>70%	NA
Maintain high percentages of students showing adequate EPAS/PLAN Growth (Gr 11 report)	Spring Junior testing; results in June	Maintain	55.7%	NA	<40%	40-70%	>70%	59.1%
Maintain High Percentages of Enrollments in Honors and AP Classes	Data Warehouse	Maintain	24.4%	24.3%	<23%	23-25%	>25%	24.7%
Maintain High AP Successful Participation Rate	College Board AP Rpt—E + E	Maintain	48.50%	48.3%	<40%	40-50%	>50%	45%
Maintain High AP Success Rate	College Board AP Rpt	Maintain	89.40%	87.3%	<70%	70-89%	>89%	85.1%
Increase MAP Growth Targets Met for Students Behind in Reading	Annual Summer Rpt	Increase	50%	63%	<50%	50-65%	>65%	55%
Increase Summer School Enrollments	Annual Summer School Report	Increase	688	840	<688	688—1,000	>1,000	761
<b>External Recognition of Students, Staff, School and the District</b>								
Increase Recognition for the School Community	BOE Recognized Events	Increase	27	33	<27	27-40	>40	21
Maintain High NSC Success in Athletics	Annual Summer Report	Maintain	#3	#4	#5-8	#3-4	#1-2	#3
<b>High Levels of Satisfaction</b>								
Increase Education Technology Readiness Satisfaction	Satisfaction survey	Increase	3	NA	<3.0	3.0-3.25	>3.25	NA
Maintain High Attendance Rates	School Report Card Data Collection	Maintain	93.4%	94.2%	<93%	93-95%	>95%	93.7%
Maintain Low Suspension for Misconduct Rate	June OSS report	Maintain	1.8 /day	1.2/day	>3/day	2-3/day	<2/day	1.2/day
Maintain High Participation in Athletics	Annual Summer Report	Maintain	1,626	1,628	<1,500	1,501-1,800	>1,800	1,656
Maintain High Numbers of Unique Participants in Clubs and Activities	Annual Summer Report	Maintain	1,875	1,875	<1,700	1,700-2,200	>2,200	1,810
<b>Distinctive Impact</b>								
<b>Community Partnerships and Connections</b>								
Increase Community Partnerships and Intergovernmental Agreements	Communications report to BOE	Increase	20	23	<20	20-30	>30	24
<b>Shared Leadership</b>								
Increase Teacher Leadership Structure Satisfaction	Satisfaction survey	Increase	2.71	NA	<2.8	2.8-3.25	>3.25	NA
<b>Leaders in the Field</b>								
Increase Number and Visibility of Innovative, Exemplary Programs	WTHS Innovative Program Report	Increase	7	8	<7	7-11	>11	9
<b>Lasting Endurance</b>								
<b>Success Beyond High School</b>								
Maintain High Attendance in Post-Secondary Institutions (previous year data)	National Student Clearing-house	Maintain	82%	82%	<75%	75-90%	>90%	80%
Maintain High Retention in Post-Secondary Institutions (previous year data)	National Student Clearing-house	Maintain	90%	90%	<80%	80-95%	>95%	90%
Maintain High Numbers of Technical Certificates Earned	Annual Summer Report	Maintain	1,532	1,675	<1,400	1,400-1,800	>1,800	1,558
<b>Fiscal Responsibility/ Securing the Future</b>								
Increase Technology Connection	Annual Summer report	Increase	95%	95%	<93%	93-98%	>98%	95%
Increase Food Service Satisfaction Rating	Satisfaction survey	Increase	2.66	NA	<2.66	2.67-3.25	>3.25	2.91
Maintain a Balanced Budget Annually	End of FY financials	Maintain	\$1.1M	-\$235K	<-\$1M	-\$1M—\$0	\$0—\$1M	-\$2.6M
Maintain Funds in Operating Reserves between 35%-45% of Annual Budget	End of FY financials	Maintain	45%	41%	<35%	35-39%	40-45%	36%