



# Strategic Plan

## 2018 ADDENDUM

### → 2017-2018 Progress Report

#### **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—2018 Addendum****2017-2018 Goals and Timelines****Goals and Timelines****2017-2018 Completion**
**Curriculum,  
Instruction  
and  
Assessment**

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| <p>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.</p>  | <p>1. Began to research AP Capstone. Visited/ collaborated with Crystal Lake HS. Discussed potential options @ WTHS. Visited New Trier and Harborside Acad. Programs for potential application @ WTHS.</p>                               |
| <p>2. Develop/promote summer school bridge courses to strengthen students' academic skills.</p>   | <p>2. Added Spanish Bridge Course for incoming freshman to prepare for high school Spanish 2.</p>  |
| <p>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.</p> | <p>3. Created reports in Data Warehouse to analyze this data and began to discuss with lead teachers.</p>  |
| <p>4. Accurately monitor attendance reporting in PowerSchool and Data Warehouse and the effectiveness of the final exam policy.</p>   | <p>4. Completed thorough analysis of attendance tracking in both systems, made recommendations for changes to Data Warehouse (DW). Created DW dashboard to track attendance. Did analyze the effectiveness of the final exam policy.</p> |
| <p>5. Convert ACT targets to SAT targets for student growth monitoring.</p>   | <p>5. Participated in Chicago Area Directors of Curriculum Association (CADCA) growth project. This will allow us to assess our student growth in comparison with other districts throughout the Chicago area.</p>                       |
| <p>6. Increase dual credit opportunities for students.</p>  | <p>6. English department met with College of Lake County (CLC). No new courses added.</p>  |
| <p>7. Expand efforts to building a diverse community of respect in additional curricular areas outside of English/Social Studies.</p>   | <p>7. Conversations held with teacher leaders, continuing to look for ways to build on this in our classes.</p>  |
| <p>8. Develop a monitoring tool to measure effectiveness of the 1:1 program.</p>  | <p>8. Curriculum and Instruction and Technology merged under the Instructional Services department. This will be a focus for FY19.</p>   |
| <p>9. Research ways to improve vertical articulation of curriculum, and student transition both internally and in collaboration with all the feeder districts.</p>  | <p>9. Continuing to articulate with feeder districts. Began planning to grow summer ACHIEVE Program. Continuing to share freshman success data with feeder schools. Lead Teachers met with feeder school teachers.</p>                   |

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

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| <ol style="list-style-type: none"> <li>1. Continue to implement the new initiatives for strengthening special education services, assess their effectiveness, and make revisions, if needed.</li> <br/> <li>2. Continue a rigorous transition program through community access instruction, pre-vocational training and independent living, review program effectiveness and continue to improve yearly.</li> <br/> <li>3. Conduct the annual comprehensive review of our Transition Program.</li> <br/> <li>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.</li> <br/> <li>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.</li> <br/> <li>6. Continue committee work on planning problem-based learning opportunities.</li> <br/> <li>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.</li> </ol> | <ol style="list-style-type: none"> <li>1. Reviewed and updated existing processes to place incoming freshmen. Case managers participated in sender district transition meetings in order to discuss core course and elective course placements. Reviewed data from our co-teaching courses to monitor student progress from year to year and course to course. Reviewed feedback and progress on supervised study.</li> <br/> <li>2. Revised the SST process in order to streamline information gathering to more effectively manage meeting time when identified students are brought to big team. The transition team reviewed existing protocols and practices regarding the placement of students at various work sites and implemented changes during the first semester of the 2017-2018 school year. Made changes to our work based learning policy and procedure manual, parent letters, and business agreements.</li> <br/> <li>3. The team implemented the recommendations from the 2016-2017 audit. New student and staff schedules were created to follow the AM/PM schedule for the independent living and vocational teachers in both the SALS (Support Adult Living Skills) and the CALS (Career and Adult Living Skills).</li> <br/> <li>4. Trained teachers on ACCESS. Formed English Learners (EL) PLT for the district. Offered professional development at multiple events. Contacted parents for important events. Provided new workshops for parents led by WTHS teachers who were EL students.</li> <br/> <li>5. Created a framework for Active Learning consisting of the four skills: self-monitoring, time management, interpersonal skills, and study skills. Continued instructional work for this framework.</li> <br/> <li>6. Visited Harborside Academy and New Trier IGS Program. Set tentative timeline. Began to discuss included disciplines and professional development.</li> <br/> <li>7. Post-Secondary counselors offered a series of career workshops, group career counseling, Career Cruising, job shadowing, internships, "Major Monday" emails highlighting careers, regularly advertised for local companies looking for student workers, and facilitated 10 First Gen Workshops.</li> </ol> |
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## Student Advocacy



**Strategic Plan—2018 Addendum****2017 – 2018 Goals and Timelines****Goals and Timelines****2017-2018 Completion****Shared Leadership**

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| <ol style="list-style-type: none"> <li>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.</li> <li>2. Continue to implement our PLT model and the Lead Teacher models of shared leadership, assess their effectiveness, and make improvements as needed.</li> <li>3. Continue to grow our own WTHS staff leaders and prepare internal candidates for leadership openings as they occur.</li> <li>4. Continue to investigate recruitment processes to help support access to pools of candidates to help provide for a diverse staff.</li> </ol>  | <ol style="list-style-type: none"> <li>1. Staff development on innovation provided to all staff at our back to school institute and at various times throughout the school year with instructional coaches. Diversity professional development on effective classroom conversations with Social Studies and English teachers during SIP mornings.</li> <li>2. Our PLT model continued to be our primary model for time allocation regarding continuous improvement in courses throughout the district.</li> <li>3. Administrative transitions have occurred with several positions being filled as the result of internal promotions.</li> <li>4. Need to formalize more processes for recruitment and hiring of a diverse staff. We are currently dependent on individual networking and chance.</li> </ol>  |
| <ol style="list-style-type: none"> <li>5. Implement the newly designed classified staff training at our October institute day.</li> <li>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.</li> <li>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.</li> <li>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.</li> <li>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.</li> </ol> | <ol style="list-style-type: none"> <li>5. We did facilitate our classified staff training with modules and individual support from our Instructional Technicians at our March Institute Day.</li> <li>6. The Leadership Council participated in the Strategic Planning process, met approximately monthly over the course of the 17-18 school year, and presented to the Board of Education on four occasions.</li> <li>7. A Leadership Summit representing 11 student leadership organizations was held on January 8th with approximately 55 freshmen students to help create future leaders and create synergy amongst current student groups.</li> <li>8. Have not expanded this yet beyond our current formal mentoring associated with our new teacher mentoring.</li> <li>9. We did expand our IYS for students to include a few more elements from our Greatness Indicators including questions relating to food service and technology readiness. We did not include survey questions regarding a possible advisory after consult with our teaching staff.</li> </ol> |

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| <ol style="list-style-type: none"> <li>1. Implement diversity and inclusive environment training for staff.</li> <li>2. Administer additional survey questions to students on the Illinois Youth Survey (IYS) covering items from our Greatness Indicators.</li> <li>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.</li> <li>4. Investigate the interest and feasibility of a school-wide community service day to enhance our partnership with the community.</li> </ol> | <ol style="list-style-type: none"> <li>1. Roger Moreano conducted professional development on several dates.</li> <li>2. The Illinois Youth Survey (IYS) was administered in the spring 2018 and results have been secured.</li> <li>3. Five Star Program was used to promote and track attendance at events. The Blue Crew and other groups actively promoted events through the year.</li> <li>4. Discussed with Administrative Team and found not to be feasible due to number of institute days.</li> </ol> |
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**Student Life**

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| <ol style="list-style-type: none"> <li>5. Promote digital citizenship programming through the student leadership groups.</li> <li>6. Continue to support and assess participation and success of our athletic and activity programs.</li> <li>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.</li> <li>8. Investigate a school-wide Live Arts pre-festival assembly to promote Fine Arts programming.</li> <li>9. Research and recommend a digital recognition program/software for athletics and activities at the Almond and O'Plaine campuses.</li> </ol> | <ol style="list-style-type: none"> <li>5. Student leadership groups promoted digital citizenship through t-shirt messaging.</li> <li>6. Warren finished in third place in the North Suburban Conference (NSC) in overall sports success and continues to have solid participation in our sports and activities.</li> <li>7. A Wellness Fair and De-Stress Fest took place at both campuses. Text-A-Tip was strongly promoted at both campuses via announcements and Student Services.</li> <li>8. Concept was discussed and reviewed by Administration. Need more time to investigate possible implementation due to facility conflicts.</li> <li>9. A program was selected but has not yet been funded.</li> </ol> |
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Warren Township High School District 121  
**Strategic Plan—2018 Addendum**



## 2017 – 2018 Goals and Timelines

### Goals and Timelines

### 2017-2018 Completion

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| 1. Continue to educate, promote and utilize district technology tools to increase school to home connectivity.                             | 1. Internal training on district technologies continues. The transition of many positions has us doing more training of our staff.   |
| 2. Continue to utilize and monitor the effectiveness of the district website as a means of communication.                                  | 2. We utilize the website for numerous communications. We have had approximately 900,000 total visits to our website.  |
| 3. Investigate the use of social media as an essential form of communicating district news/events/information.                             | 3. We have social media accounts but need to establish better processes for consistent communications.   |
| 4. Explore multilingual platforms for communication with all families. Promote availability of translation feature on the current website. | 4. We have increased capabilities with new website. Need to explore other platforms to help increase our multilingual communication.   |
| 5. Investigate and define the position of District Director of Communications.   | 5. Still needs to be explored. Challenges of adding new positions when staffing decreases have occurred in other areas.  |
| 6. Continue to build a diverse community of respect and acceptance through our parent/guardian Diversity Committee.                        | 6. This committee continues to evolve and meets on a regular basis to discuss important topics and/or events.  |
| 7. Investigate concept of hosting community-wide events that focus on inclusion.   | 7. This is being explored through our Parent Diversity Committee. Discussions taking place regarding our fall play this year.  |
| 8. Continue to work closely with the Foundation and provide support for establishing an Alumni Association.                                | 8. We continue to work with the Foundation and offer support with their efforts to establish an alumni network. The development of an Alumni Association may still be of interest to the Foundation. |

### Community and Communication



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| <ol style="list-style-type: none"> <li>1. Develop a balanced budget strategy.</li> <li>2. Achieve 40+% reserves.</li> <li>3. Remain fiscally responsible by analyzing the new state funding model and taking appropriate steps to counteract possible negative effects on WTHS 121.</li> <li>4. Evaluate the technology infrastructure and make improvements and enhancements as determined.</li> <li>5. Continue to improve the food service program satisfaction, participation and profit.</li> </ol> | <ol style="list-style-type: none"> <li>1. In September of 2017, the District initiated a balanced budget strategy for FY19. This was inclusive of staff reductions that aligned with our enrollment decline, and also helped in regards to the personnel expenditures.</li> <li>2. We anticipate a FY18 fund balance of approximately 32%. This exact percentage is still unaudited at this time.</li> <li>3. The new Illinois Evidence Based Funding Model has now been incorporated fully in to the FY19 tentative budget.</li> <li>4. The technology infrastructure was evaluated with the support of McQueen Technology Group and upgrades and repairs are completed each summer.</li> <li>5. We continue to work with Quest on the food service offerings and pricing for our students. We currently are working through some changes in their staffing model as well as some specific logistical options for our staff and students.</li> </ol> |
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- Securing the Future**

  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.

6. A complete facility project list was completed by district architects DLA and was presented to the Board at the November 21, 2017 meeting.
  7. The Solar Project is underway and currently the engineering phase of the planning is taking place by Performance Systems Inc. for a land mount project on the south end of the Almond Campus.
  8. We have ongoing review by our Insurance Committee. We have been working on decisions related to our FY20 Insurance plans.
  9. We regularly update this document based on staffing changes within the district and individual departments, and continuously monitor our staffing relative to our enrollment. The staffing plans are approved by the Board beginning in March for the following school year and when modifications occur to the plan a few times over the course of the year.



## Greatness Indicators with Metrics

## Strategic Plan—2018 Addendum

	Data Source	Results Desired	2015 Benchmarks	2016 Results	2017 Results	Needs Improvement	Solid Performance	Exemplary Results	2018 Results
<b>Superior Performance</b>									
<b>Student Academic Achievement</b>									
Maintain a High Graduation Rate	Summer ISBE Cohort Report	Maintain	94.0%	93.4%	93.7%	<92%	92-96%	>96%	92.9%
Increase our ACT Composite Score Average (Grade 12 report)	Spring Junior testing; results from ACT in June	Increase	22.5	22.1	22.1	<22.5	22.5-22.9	>=23	NA
Increase our ACT Student Best Score Average (Grade 12 report)	Data Warehouse	Increase	22.93	22.25	22.43	<22.5	22.5-22.9	>=23	NA
Maintain high percentages of students showing adequate EPAS/EXPLORE Growth (Gr 11 report)	Spring Junior testing; results in June	Maintain	62.3%	64.7%	NA	<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	59.1%	<40%	40-70%	>70%	NA
Maintain High Percentages of Enrollments in Honors and AP Classes	Data Warehouse	Maintain	24.4%	24.3%	24.7%	<23%	23-25%	>25%	25%
Maintain High AP Successful Participation Rate	College Board AP Rpt—E + E	Maintain	48.50%	48.3%	45%	<40%	40-50%	>50%	47.8%
Maintain High AP Success Rate	College Board AP Rpt	Maintain	89.40%	87.3%	85.1%	<70%	70-89%	>89%	85.9%
Increase MAP Growth Targets Met for Students Behind in Reading	Annual Summer Rpt	Increase	50%	63%	55%	<50%	50-65%	>65%	52%
Increase Summer School Enrollments	Annual Summer School Report	Increase	688	840	761	<688	688—1,000	>1,000	696
<b>External Recognition of Students, Staff, School and the District</b>									
Increase Recognition for the School Community	BOE Recognized Events	Increase	27	33	21	<27	27-40	>40	25
Maintain High NSC Success in Athletics	Annual Summer Report	Maintain	#3	#4	#3	#5-8	#3-4	#1-2	3
<b>High Levels of Satisfaction</b>									
Increase Education Technology Readiness Satisfaction	Satisfaction survey	Increase	3	NA	NA	<3.0	3.0-3.25	>3.25	3.4
Maintain High Attendance Rates	School Report Card Data Collection	Maintain	93.4%	94.2%	93.7%	<93%	93-95%	>95%	94.6%
Maintain Low Suspension for Misconduct Rate	June OSS report	Maintain	1.8 /day	1.2/day	1.2/day	>3/day	2-3/day	<2/day	.94/day
Maintain High Participation Numbers in Athletics per student enrollment	Annual Summer Report	Maintain	.373	.381	.388	<.35	.35—0.40	>.40	.390
Maintain High Numbers of Unique Participants in Clubs and Activities per student enrollment	Annual Summer Report	Maintain	.430	.438	.425	<.40	.40—.50	>.50	.473
<b>Distinctive Impact</b>									
<b>Community Partnerships and Connections</b>									
Increase Community Partnerships and Intergovernmental Agreements	Communications report to BOE	Increase	20	23	24	<20	20-30	>30	29
<b>Shared Leadership</b>									
Increase Teacher Leadership Structure Satisfaction	Satisfaction survey	Increase	2.71	NA	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	9	<7	7-11	>11	9
<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)	Maintain	82%	82%	80%	<75%	75-90%	>90%	75%
Maintain High Retention in Post-Secondary Institutions (grad class 2 yrs ago)	National Student Clearinghouse (CSY-2)	Maintain	90%	90%	90%	<80%	80-95%	>95%	91%
Maintain High Numbers of Technical Certificates Earned	Annual Summer Report	Maintain	1,532	1,675	1,558	<1,400	1,400-1,800	>1,800	1,081
<b>Fiscal Responsibility/ Securing the Future</b>									
Increase Technology Connection	Annual Summer report	Increase	95%	95%	95%	<93%	93-98%	>98%	98%
Increase Food Service Satisfaction Rating	Satisfaction survey	Increase	2.66	NA	2.91	<2.66	2.67-3.25	>3.25	2.8
Maintain a Balanced Budget Annually	End of FY financials	Maintain	\$1.1M	-\$235K	-\$2.6M	<-\$1M	-\$1M—\$0	\$0—\$1M	-\$2M *
Maintain Funds in Reserves of at least 40% of annual budget.	End of FY financials	Maintain	45%	41%	36%	<35%	35-40%	>40%	32% *