



Strategic Plan

2018 ADDENDUM

- Greatness Indicators with Metrics
- 2018-2019 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

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2018-2019 Goals and Timelines

Curriculum, Instruction and Assessment

1. Complete curriculum proposals for AP Seminar and AP Research, identify the students who will be served by these courses and how all students may gain access to the skills taught in these courses.
2. Review current data analysis practices, systems already in place, and systems that may be needed to increase our ability to use data to monitor student growth and student attainment of college/career readiness indicators.
3. Complete an analysis of our "late start" model and make recommendations for possible changes. Investigate increased opportunities for professional development, staff collaboration, and interdisciplinary PLT work.
4. Begin an analysis of our Spanish For Native Speaker program curriculum, and make recommendations for program updates.
5. Utilize alumni networks and community resources to assess real-world needs for students after high school. Begin to identify how these needs can be addressed in Warren's curriculum.
6. Identify pathways for students to accelerate their learning to increase access to more rigorous coursework.
7. Work with CLC to increase access to Dual Credit courses for students.
8. Develop a monitoring tool to measure the effectiveness of our 1:1 Chromebook Program.
9. Continue to collaborate internally and with sender districts to improve vertical articulation of curriculum, consistency across academic programs and student transition.
10. Expand efforts to build a diverse community of respect in additional curricular areas outside of English and Social Studies.
11. Continue to implement the recommendations from the problem-based learning opportunities and assess their effectiveness and make revisions.
12. Explore offering summer school courses that give students career cluster exposure. For example, careers in Science, Technology, Engineering and Math (STEM), health services, and business, etc.

Student Advocacy

1. Continue to focus on "tier one" intervention strategies within Professional Learning Teams (PLTs).
2. Implement ongoing interventions to support more students including, but not limited to Response to Intervention (RTI) study halls (earlier identification), study table, resource rooms, etc.
3. Continue to examine current student academic support programs, at-risk staffing and programming. Implement recommendations including, but not limited to Failsafe, Academic Recovery Class (ARC), Day Bridges, and Achieve summer school offering.
4. Continue to work on a platform for study skills instruction (Active Learning) and consider the incorporation of Digital Citizenship within this framework.
5. Investigate with Lead Teachers an advisory period to provide additional support for students.
6. Investigate support services similar to the Schuler Scholar Program model to more students including internal or external programming. (Advancement Via Individual Determination–AVID)
7. Investigate ways for students to utilize School Improvement Plan (SIP) Mondays for academic support, access to library and labs, or other school related services.

Shared Leadership

1. Implement our comprehensive professional development plan for 2018-19 including but not limited to a focus on "lesson design" for all instructional staff, continued general diversity training for all staff and in-depth training on Microsoft Outlook for clerical positions. Additionally, we are hopeful to have targeted diversity training for our athletic coaches, and our instructional coaches will be participating in extensive professional development through Northwestern University.
2. Continue to work with the Lead Teachers on their leadership capacity to expand topics of professional development to include more administrative-like work to better prepare some staff for potential administrative positions or responsibilities.
3. Initiate a diversity committee for staff members with an interest and expertise in diversity and inclusion outside of the formal professional development training to all staff and/or specific departments.
4. Implement year two of the leadership summit with the District Student Leadership Council in January and investigate including sophomores as participants.
5. Explore establishing mentoring opportunities using upper class students (and their wisdom) to help O'Plaine students be successful. This can be done through first day orientation and possibly occasional 8th period visits to freshmen classes. For events with upper class volunteers/mentors/ambassadors, it is important that they can be recognized with shirts. Possibly use late start time to train mentors and investigate technology tools for support.
6. Highlight bonding activities (like group volunteer service) within athletic teams and other student activities to highlight connection to WTHS and others.
7. Investigate "ACHIEVE" program expansion and improvements to provide mentoring to students who are less-connected.
8. Develop a homeroom/advisory period to encourage student-to-student and teacher-to-student relationships and natural mentoring. Pairing staff may help with the transition.
9. Identify formal processes to support recruitment of a diverse pool of staff candidates. Increasing the diversity of our staff will foster opportunities for all students to make connections with adult mentors.

Strategic Plan—2018 Addendum**2018-2019 Goals and Timelines****Student Life**

1. Develop a prioritized plan to renovate and enhance athletic and Fine Arts facilities.
2. Continue to develop and implement strategies that support Senate Bill 100 mandates regarding student discipline.
3. Continue to assess extra-curricular programming through student participation and success factors.
4. Continue to seek funding for a digital recognition program of pictures highlighting student and staff accomplishments for athletics and activities at both campuses.
5. Investigate a new structure for our student activity leadership model to enhance our non-competitive clubs and activities including, but not limited to, improving communication with staff and students, promoting activities, improving school spirit and providing more support for clubs.
6. Continue to support inclusive student groups including, but not limited to, Unite and Inform, Avanza, Muslim Student Association and Black Student Union. Expand upon our current student diversity retreat.
7. Improve communication with students and families regarding procedures for accessing our Student Services Team.
8. Investigate the use of technology alternatives to improve daily announcements and promote student use of the District's email.

**Community
and
Communication**

1. Review alternative ways to commit resources to a "Director of Communications" position. For example, using shared services with other organizations, reconfiguring of current staffing, or outsourcing.
2. Analyze our website effectiveness for current or pertinent information, timeliness, ease in use, and overall appearance. Make modifications where necessary.
3. Dedicate a website page to highlight diversity and inclusion initiatives offered in our school community.
4. Create a monthly district-wide communication for families that features current news, highlights programs, events, and student and staff achievements.
5. Develop a series of informational meetings for parents who have their first child starting high school.
6. Continue to cross-train staff with district technologies that improve school-to-home communications.
7. Explore multilingual platforms for improved communication with all families.
8. Continue to build a diverse community of respect and acceptance through our Parent Diversity Committee.
9. Continue to partner with the WTHS Foundation and provide support for establishing an Alumni Association.

**Securing
the Future**

1. Continue to implement green initiatives, including development of our Almond Campus solar project, paper use, LED lighting, occupancy sensors, HVAC, and building mechanicals.
2. Investigate FY20 healthcare options and opportunities as recommended by the Insurance Advisory Committee, including consideration of wellness programs within the healthcare options.
3. Continue to utilize and modify the Enrollment and Staffing Report to align staff to declining enrollments.
4. Explore additional District partnerships and intergovernmental agreements to build community networks and improve our collective efficiency of services.
5. Investigate additional funding to address recommendation from the District's Safety Committee regarding upgrades on our campuses for protecting our students, staff and facilities.
6. Investigate alternative long-term financing options to address our significant building projects, life safety recommendations and maintenance list costs.
7. Evaluate the current resources and outcomes of our current Transition program at Gurnee Mills including but not limited to enrollment, staffing, site, transportation and work-based learning.
8. Analyze our transportation services and costs to examine efficiencies.
9. Explore new revenues by expanding our business and industry partnerships.
10. Continue to improve the food service program participation, satisfaction, and increased revenue.

Greatness Indicators with Metrics

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	Data Source	Results Desired	2015 Bench- marks	2016 Results	2017 Results	Needs Improve- ment	Solid Performance	Exemplary Results	2018 Results
Superior Performance									
Student Academic Achievement									
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
External Recognition of Students, Staff, School and the District									
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
High Levels of Satisfaction									
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	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
Distinctive Impact									
Community Partnerships and Connections									
Increase Community Partnerships and Intergovernmental Agreements	Communications report to BOE	Increase	20	23	24	<20	20-30	>30	29
Shared Leadership									
Increase Teacher Leadership Structure Satisfaction	Satisfaction survey	Increase	2.71	NA	NA	<2.8	2.8-3.25	>3.25	NA
Leaders in the Field									
Increase Number and Visibility of Innovative, Exemplary Programs	WTHS Innovative Program Report	Increase	7	8	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)	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
Fiscal Responsibility/ Securing the Future									
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% *