

# Strategic Plan 2015-2020

## 2016 ADDENDUM

- 2015-2016 Progress Report
- 2016-2017 Goals and Timelines



## *100 Years of Excellence*

### **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

2015—2020



### Board of Education

John R. Anderson, President  
Michael B. Munda, Vice-President  
Barb Conway, Secretary  
Liz Biondi, Member  
Catherine Campbell, Member  
Tom Drake, Member  
Jim Walz, Member

October 11, 2016

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 for the five years to follow. 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.

### District Locations

#### District Office

34090 Almond Road  
Gurnee, IL 60031  
847-662-1400

#### Almond Campus

34090 Almond Road  
Gurnee, IL 60031  
847-662-1400

#### O'Plaine Campus

500 N. O'Plaine Road  
Gurnee, IL 60031  
847-662-1400

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 as needed through 2020.

On October 11, 2016, our strategic planning committee reconvened for our 2016 review session. The following update is a review of our 2015-16 progress, as well as recommended edits to the goals which we are undertaking in the 2016-17 school year. This document will be referred to as the 2016 Addendum.

On behalf of Warren Township High School District 121, I would like to thank all members of the community who continue to participate in this strategic planning process. 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

### Transportation Department

3801 Swanson Court  
Gurnee, IL 60031  
847-662-1400

### Transition Program

at Gurnee Mills  
6740 W. Grand Avenue,  
Suite 304  
Gurnee, IL 60031  
847-856-8173

Warren Township High School District 121  
**Strategic Plan—2016 Addendum**



## 2015 – 2016 Goals and Timelines

### Goals and Timelines

### 2015-16 Completion

#### Curriculum, Instruction and Assessment

1. Facilitate 2015-2020 Strategic Planning process to identify areas of focus for WTHS
2. Establish new courses for FY17: dance, computer science, STEM physics
3. Develop new summer school programming for 2016
4. Design and communicate a new final exam policy for seniors, Class of 2017
5. Provide a report on PERA implementation for 2016-17
6. Provide a report on ISBE testing requirements for 2016-17

1. Presented and approved by the BOE on December 15, 2015
2. These courses were incorporated into our 2016-17 Curriculum Guide
3. Courses were offered in the 2016 Summer School Program
4. The final exam policy was incorporated in the 2016-17 student handbook
5. BOE presentation on September 13, 2016
6. BOE presentation on July 19, 2016

#### Student Advocacy

1. Facilitate 2015-2020 Strategic Planning process to identify areas of focus for WTHS
2. Conduct a program analysis of ELL programs and services and make recommendations for improvement for FY17
3. Plan new initiatives for strengthening special education services including but not limited to: co-teaching practices, the transition program and other services for FY17

1. Presented and approved by the BOE on December 15, 2015
2. BOE presentation on May 10, 2016
3. BOE presentation on April 12, 2016

#### Shared Leadership

1. Facilitate 2015-2020 Strategic Planning process to identify areas of focus for WTHS
2. Design a new Lead Teacher structure to support high quality teaching and learning for FY17, and identify individuals for position

1. Presented and approved by the BOE on December 15, 2015
2. Accounted for within our 2016-17 staffing plan

#### Student Life

1. Facilitate 2015-2020 Strategic Planning process to identify areas of focus for WTHS
2. Design and recruit for a new student health advocacy club for FY17 to support student health and Student Assistance Program initiatives in the future
3. Plan and prepare for four additional NSC 8 sports: boys and girls water polo, boys bowling, girls badminton for FY17
4. Plan the Digital Citizenship next steps for FY17

1. Presented and approved by the BOE on December 15, 2015
2. The Healthy Devils club started Fall of 2016.
3. These sports are within the 2016-17 schedule
4. The FY17 curriculum was presented at our opening day for staff

#### Community and Communication

1. Facilitate 2015-2020 Strategic Planning process to identify areas of focus for WTHS
2. Plan 100 year celebration beginning in the summer 2016

1. Presented and approved by the BOE on December 15, 2015
2. Our calendar of 100 events is currently being implemented.

#### Securing the Future

1. Facilitate 2015-2020 Strategic Planning process to identify areas of focus for WTHS
2. Open the food service bid process for FY17 delivery
3. Make necessary pool improvements in spring 2016
4. Prepare an initial certified and administrative staff modification plan to address declining enrollments and anticipated retirements
5. Update long-term capital project schedule through 2020 with annual funds of \$750,000
6. Provide a report on alternative energy options

1. Presented and approved by the BOE on December 15, 2015
2. BOE approved the food service provider on April 26, 2016
3. The majority of the improvements were actually completed in the summer of 2016 with a few remaining items to complete.
4. BOE approved the tentative staffing plan on February 23, 2016 and continues to review this
5. This schedule is reviewed, edited and acted on monthly at Project Team meetings.
6. BOE presentation on September 11, 2016

## Greatness Indicators with Metrics

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|                                                                                   | Data Source                            | Results Desired | 2015 Benchmarks | Needs Improvement | Solid Performance | Exemplary Results | 2016 Results |
|-----------------------------------------------------------------------------------|----------------------------------------|-----------------|-----------------|-------------------|-------------------|-------------------|--------------|
| <b>Superior Performance</b>                                                       |                                        |                 |                 |                   |                   |                   |              |
| <b>Student Academic Achievement</b>                                               |                                        |                 |                 |                   |                   |                   |              |
| Maintain a High Graduation Rate                                                   | Summer ISBE Cohort Report              | Maintain        | 94.0%           | <92%              | 92-96%            | >96%              | 93.4%        |
| Increase our ACT Composite Score Average (Grade 12 report)                        | Spring Junior testing; results in June | Increase        | 22.5            | <22.5             | 22.5-22.9         | >=23              | 22.1         |
| Maintain High percentages of students showing adequate EPAS Growth (Gr 11 report) | Spring Junior testing; results in June | Maintain        | 62.3%           | <40%              | 40-70%            | >70%              | 64.7%        |
| Maintain High Percentages of Enrollments in Honors and AP Classes                 | Data Warehouse                         | Maintain        | 24.4%           | <23%              | 23-25%            | >25%              | 24.3%        |
| Maintain High AP Successful Participation Rate                                    | College Board AP Report                | Maintain        | 48.50%          | <40%              | 40-50%            | >50%              | 48.3%        |
| Maintain High AP Success Rate                                                     | College Board AP Report                | Maintain        | 89.40%          | <70%              | 70-89%            | >89%              | 87.3%        |
| Increase MAP Growth Targets Met for Students Behind in Reading                    | Annual Summer Report                   | Increase        | 50%             | <50%              | 50-65%            | >65%              | 63%          |
| Increase Summer School Enrollments                                                | Annual Summer School Report            | Increase        | 688             | <688              | 688—1,000         | >1,000            | 840          |
| <b>External Recognition of Students, Staff, School and the District</b>           |                                        |                 |                 |                   |                   |                   |              |
| Increase Recognition for the School Community                                     | BOE Recognized Events                  | Increase        | 27              | <27               | 27-40             | >40               | 33           |
| Maintain High NSC Success in Athletics                                            | Annual Summer Report                   | Maintain        | #3              | #5-8              | #3-4              | #1-2              | #4           |
| <b>High Levels of Satisfaction</b>                                                |                                        |                 |                 |                   |                   |                   |              |
| Increase Education Technology Readiness Satisfaction                              | Satisfaction survey                    | Increase        | 3               | <3.0              | 3.0-3.25          | >3.25             | Not yet      |
| Maintain High Attendance Rates                                                    | School Report Card Data Collection     | Maintain        | 93.4%           | <93%              | 93-95%            | >95%              | 94.2%        |
| Maintain Low Suspension for Misconduct Rate                                       | June OSS report                        | Maintain        | 1.8 /day        | >3/day            | 2-3/day           | <2/day            | 1.2/day      |
| Maintain High Participation in Athletics                                          | Annual Summer Report                   | Maintain        | 1,626           | <1,500            | 1,501-1,800       | >1,800            | 1,628        |
| Maintain High Numbers of Unique Participants in Clubs and Activities              | Annual Summer Report                   | Maintain        | 1,875           | <1,700            | 1,700-2,200       | >2,200            | 1,875        |
| <b>Distinctive Impact</b>                                                         |                                        |                 |                 |                   |                   |                   |              |
| <b>Community Partnerships and Connections</b>                                     |                                        |                 |                 |                   |                   |                   |              |
| Increase Community Partnerships and Intergovernmental Agreements                  | Communications report to BOE           | Increase        | 20              | <20               | 20-30             | >30               | 23           |
| <b>Shared Leadership</b>                                                          |                                        |                 |                 |                   |                   |                   |              |
| Increase Teacher Leadership Structure Satisfaction                                | Satisfaction survey                    | Increase        | 2.71            | <2.8              | 2.8-3.25          | >3.25             | Not yet      |
| <b>Leaders in the Field</b>                                                       |                                        |                 |                 |                   |                   |                   |              |
| Increase Number and Visibility of Innovative, Exemplary Programs                  | WTHS Innovative Program Report         | Increase        | 7               | <7                | 7-11              | >11               | 8            |
| <b>Lasting Endurance</b>                                                          |                                        |                 |                 |                   |                   |                   |              |
| <b>Success Beyond High School</b>                                                 |                                        |                 |                 |                   |                   |                   |              |
| Maintain High Attendance in Post-Secondary Institutions                           | NCAA Clearinghouse                     | Maintain        | 82%             | <75%              | 75-90%            | >90%              | 80%          |
| Maintain High Retention in Post-Secondary Institutions                            | NCAA Clearinghouse                     | Maintain        | 90%             | <80%              | 80-95%            | >95%              | 90%          |
| Maintain High Numbers of Technical Certificates Earned                            | Annual Summer Report                   | Maintain        | 1,532           | <1,400            | 1,400-1,800       | >1,800            | 1,675        |
| <b>Fiscal Responsibility/ Securing the Future</b>                                 |                                        |                 |                 |                   |                   |                   |              |
| Increase Technology Connection                                                    | Annual Summer report                   | Increase        | 95%             | <93%              | 93-98%            | >98%              | 95%          |
| Increase Food Service Satisfaction Rating                                         | Satisfaction survey                    | Increase        | 2.66            | <2.66             | 2.67-3.25         | >3.25             | Not yet      |
| Maintain a Balanced Budget Annually                                               | End of FY financials                   | Maintain        | \$1.1M          | <-\$1M            | -\$1M—\$0         | \$0—\$1M          | -\$235K      |
| Maintain Funds in Operating Reserves between 35%-45% of Annual Budget             | End of FY financials                   | Maintain        | 45%             | <35%              | 35-39%            | 40-45%            | 41%          |



## 2016 – 2017 Goals and Timelines

### Curriculum, Instruction and Assessment

- Implement newly created courses: dance, computer science
- Conduct the newly revised summer school program, evaluate effectiveness and continue to expand/improve yearly
- Implement new final exam policy for seniors
- Continue to create a rigorous academic program through honors classes, Advance Placement (AP) participation, AP success rate while maintaining reasonable class size
- Create a district committee to conduct a deep analysis into the student achievement gap and possible learning barriers among students. The committee will make a variety of recommendations for action to help all students bridge the achievement gap.
- Continue to implement and assess the effectiveness of 1:1 technology (every student with a chromebook)
- Provide a report on Illinois State Board of Education (ISBE) testing requirements for 2017-18 school year
- Work with the curriculum committee to investigate course opportunities at WTHS including dual credit that would eliminate students taking remedial courses in college before enrolling in college level courses.
- Conduct initial professional development activities with staff to allow for our transition from an ACT site to an SAT site for our students. The classes of 2019 and 2020 will be SAT classes; the class of 2018 will take both tests.
- Work with our students, parents, and staff to transition our primary college admissions assessment from ACT to SAT, including a review of the greatness indicators metrics in the strategic plan, and the Performance Evaluation Reform Act (PERA) growth data.

### Student Advocacy

- Implement the new initiatives for strengthening special education continuum of services including but not limited to: co-teaching practices, student support services within the Special Education Program, and research-based supervised study curriculum focusing on executive functioning skills.
- Continue a rigorous transition program through community access instruction pre-vocational training and recreation and leisure opportunities; evaluate effectiveness and bring comprehensive recommendations regarding site and services to the Board of Education in December of 2016.
- Continue to implement the improvements to the English Learners (EL) Program made during the 2015-16 school year. Evaluate the effectiveness of these improvements and make any recommendations for the future based on program effectiveness and enrollment increases.
- Provide staff with professional development on working with EL students.
- Implement the Illinois State Seal of Biliteracy Program. Request approval from ISBE and offer this program for graduating seniors.
- Implement after-school tutoring program for student identified as requiring extra support in our Title I/EL/Athletic Programs, particularly for 9th graders.
- Form a committee to review student and staff supports available at resource areas including but not limited to testing centers, resource rooms, and the libraries.
- Convene a committee of lead teachers to investigate the instruction of some study skills to our students in a manner which supports their overall learning and success in courses
- Form a district committee to study expansion of curricular opportunities for students focused on workforce entry. Including but not limited to: a cohort academy and career internships. Conduct research and make recommendations for future study.

### Shared Leadership

- Review the 2015-2020 strategic plan and create a new professional development program to support it, including, but is not limited to: training in support of: Professional Learning Teams (PLT ) model, reducing the achievement gap, instructional best practices, co-teaching strategies, 1:1 instruction, academic support interventions and vertical articulation
- Continue PLT model and implement the new Lead Teacher revisions to help support a “grow our own” culture in regards to future leaders in District 121, and increase the scope of professional development for our lead teachers, as well as encourage our lead teachers to network with counterparts at other districts.
- Initiate a district leadership team to meet monthly will current and potential future leaders to provide specific and targeted professional development pertaining to leadership.
- Convene a committee (both campuses) of current student leadership organizations to expand and improve student leadership opportunities, student voice in school issues and perhaps, the student governance structures.
- Administer select strategic planning survey questions annually to promote a culture of openness, and to provide data annually for many strategic planning tasks. Also investigate the possibility of including climate questions on this annual survey in lieu of the Five Essentials survey.
- Create a Classified Staff Professional Development Committee to design annual staff development for each of our non-certified staff groups with dedicated time within the calendar of workdays to help support ongoing development within their respective position, as well as potentially areas of additional certifications.
- Use the new initiatives to begin addressing the issues of improved school spirit, student respect for one another and healthy student behaviors

Warren Township High School District 121  
**Strategic Plan—2016 Addendum**



## 2016 – 2017 Goals and Timelines

### Student Life

- Continue to offer a wide variety of extracurricular and sports opportunities; assess participation and other success factors
- Implement the four newly approved sports programs, and prepare for the addition of Boys and Girls Lacrosse as an Illinois High School Association (IHSA) sport in 2017-18.
- Implement the digital citizenship initiatives and further develop strategies to build capacity for this curriculum including student advocacy and student, parent testimonial.
- Conduct an analysis of the current Student Assistance Program and make recommendations to strengthen and enhance the program, and communicate some elements of our Illinois Youth Survey (IYS) data to help support such recommendations
- Use student groups and our physical development staff to continue to emphasize student wellness particularly as this pertains to time and stress management, work-life balance, etc
- Investigate means to support attendance including but not limited to a review of current attendance codes in PowerSchool, edits to the athletic code to encourage maximum attendance, and use of privileges to motivate students to maximize their attendance.
- Investigate expansion of the Live Arts Fest to include our O'Plaine campus
- Investigate the interest and/or feasibility of Junior Reserve Officer Training Corps (JROTC) at WTHS.
- Use communication tools (website, internal televisions, etc) to better recognize student and staff accomplishments at WTHS with ease of use by staff for such tools.
- Analyze current practices of recognizing students for academic, sports, fine arts, leadership and other accomplishments and make recommendations for expansion and enhancement

### Community and Communication

- Continue utilizing PowerSchool for home-school connectedness
- Establish a representative committee to research consistent, proactive and streamlined school-community communication systems, including but not limited to: newsletter format and content, social media, multilingual platforms, other initiatives to reach out to EL families and under-represented groups and possible communication partnerships with other governmental entities. The committee will make some specific recommendations regarding each area of this goal (as appropriate) and investigate/implement where necessary.
- By January 1, 2017, establish a representative committee to research more effective web sites for District 121 and make recommendations where appropriate.
- Implement appropriate activities commemorating the 100 year anniversary of the district
- Continue to work with the Education Foundation on exploring the establishment of an alumni association after the Centennial year celebration as well as other community events
- Include communication with non-English speaking parents as a topic on the November Bilingual Parent Advisory Committee (BPAC) meeting.
- Explore the feasibility of reinstating the position of District Director of Communications

### Securing the Future

- Continue to monitor and manage district resources to secure a balanced budget and reasonable reserves
- Remain fiscally responsible by proactively monitoring state finances and fiscal policy and taking appropriate steps to counteract possible ill effects in WTHS 121
- Continue to maximize shared services with other governmental agencies, particularly where appropriate with our sender districts.
- Continually monitor the technology infrastructure and make improvements and enhancements as determined
- Implement the new food service program with the use of food service committees at each campus
- Implement pool improvements
- Initiate a Staff Wellness Committee to begin to develop programming for our staff focused on wellness issues such as health care, Employee Assistance Program (EAP), nutrition, exercise, stress management, etc.
- Continue to utilize the certified and administrative staff modification plan to address declining enrollments and anticipated retirements
- Update long-term capital project schedule through 2020 with annual funds of \$750,000
- Work with the district architects for the facilitation of a formal facility assessment, our 10-year life safety survey, auditorium assessment, and exploring the feasibility of moving toward green building initiatives
- Create school-business partnerships with the Education Foundation specifically as this pertains to sponsorships surrounding our centennial celebration activities
- Increase the number of Insurance Committee meetings with increased communications regarding insurance plan specifics and options