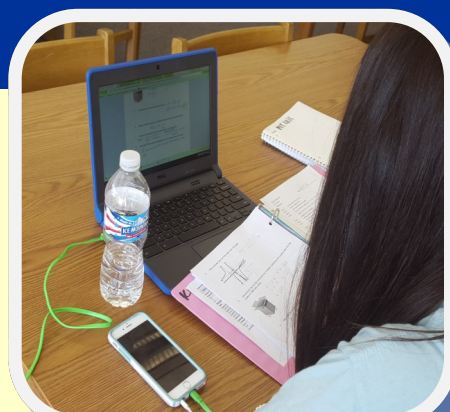
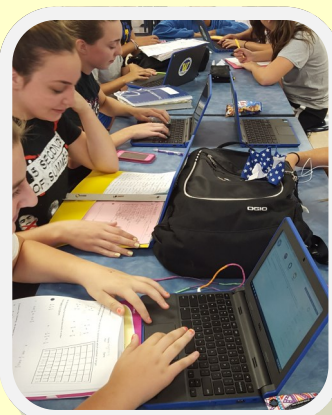




Warren Township High School District 121

Strategic Plan 2015 — 2020



Strategic Plan

2015—2020



Board of Education

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December 16, 2015

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 next five years. The process was very thorough including a full review of WTHS demographic and performance data, as well as a comprehensive satisfaction survey in which over 2,100 students, 750 parents and 300 staff members participated. Additionally, a diverse committee with nearly 60 stakeholders from the school district and community met with our Board of Education over the course of three months to review the District's mission, beliefs, and formulas for success. A Saturday session was held to solicit more informal recommendations from students, staff and the broader community which were considered in the overall strategic plan.

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

The strategic plan that follows is a compilation of the strategic planning work. The Board of Education approved this plan on December 15, 2015, and it will be reviewed and modified as needed annually through 2020. As the strategic plan is modified, updated versions will be available on the District 121 website. The goals and timelines document provides general focus areas within our school district. Some goals and activities have immediate realization, while others will require some planning prior to implementation. Also included within the plan are the initial Greatness Indicators which were identified to help bring accountability to our plan and results for our students, staff and community.

Transportation Department

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

On behalf of Warren Township High School District 121, I would like to thank all members of the community who participated 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.

Transition Program

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

Sincerely,

John P. Ahlgrim, Ed.D.
Superintendent of Schools



Warren Township High School District 121

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

**2015 – 2016 Goals and Timelines****Curriculum,
Instruction and
Assessment**

- Facilitate 2015-2020 Strategic Planning process to identify areas of focus for WTHS
- Establish new courses for FY17: dance, computer science, STEM physics
- Develop new summer school programming for 2016
- Design and communicate a new final exam policy for seniors, Class of 2017

**Student
Advocacy**

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

**Shared
Leadership**

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

Student Life

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

**Community
and
Communication**

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

**Securing
the Future**

- Facilitate 2015-2020 Strategic Planning process to identify areas of focus for WTHS
- Open the food service bid process for FY17 delivery
- Make necessary pool improvements in spring 2016
- Prepare an initial certified and administrative staff modification plan to address declining enrollments and anticipated retirements
- Update long-term capital project schedule through 2020

Strategic Plan

2015—2020

**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 a rigorous academic program through AP participation and honors classes 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 in key sub-areas, including but not limited to: improved data warehouse, tracking and placement, diversity in classes, instructional best practices, cultural awareness and targeted staff development
- Continue to implement and assess the effectiveness of 1:1 tech

**Student
Advocacy**

- Implement the new initiatives for strengthening special education services including but not limited to: co-teaching practices, the transition program and other services
- Continue a rigorous transition program through community access instruction, pre-vocational training and recreation and leisure opportunities; evaluate effectiveness and continue to improve yearly
- Conduct a program analysis of ELL programs and services and make recommendations for improvement
- Conduct a deep analysis of current student academic support programs and practices including but not limited to: study hall, resource, after school support, peer tutoring, expanded summer school options and other PLT-developed interventions
- Form a district committee to study expansion of curricular opportunities for students focused on work force entry, including but not limited to: a cohort academy and career internships

**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: 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
- Form a student and staff committee (both schools) to expand and improve student leadership opportunities, student voice in school issues and perhaps, the student governance structures.
- Use the new initiatives to begin addressing the issues of improved school spirit, student respect for one another and healthy student behaviors

Student Life

- Continue to offer a wide variety of extracurricular and sports opportunities; assess participation and other success factors
- Implement the newly approved sports programs
- Implement the digital citizenship initiatives
- Conduct an analysis of the current Student Assistance Program and make recommendations to strengthen and enhance the program
- 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 Power School for home-school connectedness
- Establish a representative committee to research consistent, proactive and streamlined school-community communication systems, including but not limited to: revamped web site, newsletter format and content, social media, multilingual platforms, other initiatives to reach out to ELL families and under-represented groups and possible communication partnerships with other governmental entities
- Form a committee to plan appropriate activities commemorating the 100 year anniversary of the district
- 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
- Continually monitor the technology infrastructure and make improvements and enhancements as determined
- Implement the new food service program
- Implement pool improvements
- Update current long-term operations plan that is congruent with current learning needs and enrollment trends, including but not limited to effects on facilities, staffing levels, transportation and other services
- Explore the feasibility of moving toward green building initiatives
- Explore opportunities for school-business partnerships

Strategic Plan

2015—2020

**2017 – 2018 Goals and Timelines****Curriculum,
Instruction and
Assessment**

- Continue to implement new classes and assess for effectiveness
- Conduct the newly revised summer school program, evaluate effectiveness and continue to expand/improve yearly
- Assess the effectiveness of the new final exam policy for seniors
- Continue a rigorous academic program through AP participation and honors classes while maintaining reasonable class size
- Implement recommendations for Year One of the achievement gap committee
- Continue to implement and assess the effectiveness of the 1:1 technology initiative; make revisions, needed
- Research ways to improve vertical articulation of curriculum, both internally and in collaboration with all the sender districts

**Student
Advocacy**

- Continue to implement the new initiatives for strengthening special education services, assess their effectiveness, and make revisions, if needed
- Continue a rigorous transition program through community access instruction, pre-vocational training and recreation and leisure opportunities; evaluate effectiveness and continue to improve yearly
- Implement recommendations from the ELL study
- Implement recommendations from the deep analysis of current student academic support programs and practices
- Implement the recommendations from the study of curricular opportunities for non-collegiate bound students
- Implement the recommendations from the committee that studied expansion of curricular opportunities for students focused on work force entry

**Shared
Leadership**

- Implement year one of the comprehensive professional development plan
- Continue implementing the PLT model and the new Lead Teacher revisions, assess their effectiveness and make improvements if needed
- Implement the recommendations from the student leadership committee
- Through a student leadership and staff committee, generate recommendations for improving the school's preparation for students' life after high school

Student Life

- Continue to offer a wide variety of extracurricular and sports opportunities; assess participation and other success factors
- Continue to implement the new sports programs; assess participation and other success factors
- Continue to implement the digital citizenship initiatives, assess their effectiveness and make revisions, if needed
- Implement recommendations from the SAP study
- Implement recommendations regarding student recognition
- Form a student and staff committee (both schools) to explore the issue of student/life balance, including but not limited to issues related to homework, extracurricular participation, school stress and work pressure

**Community
and
Communication**

- Continue utilizing Power School for home-school connectedness
- Implement recommendations from the school-community communications committee
- In partnership with the PTA and other community organizations, create a specific plan to increase parental and community involvement of ELL families and under-represented groups in the schools
- If approved, reinstate 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
- Continually monitor the technology infrastructure and make improvements and enhancements as determined
- Continue to implement the food service program, assess for effectiveness, and make revisions, if needed
- Implement yearly operations plan projects
- Conduct a comprehensive security audit, outline prioritized improvements and enhancements, and begin implementing
- Implement green school initiatives, where feasible
- Implement school business partnerships, assess effectiveness and make revision

Strategic Plan

2015—2020



2018 – 2019 Goals and Timelines

Curriculum, Instruction and Assessment

- Conduct the newly revised summer school program, evaluate effectiveness and continue to expand/improve yearly
- Continue a rigorous academic program through AP participation and honors classes while maintaining reasonable class size
- Implement recommendations for Year Two of the achievement gap committee
- Continue to implement and assess the effectiveness of the 1:1 technology initiative; make revisions, if needed
- Implement and assess recommendations for improvement of vertical articulation of curriculum, both internally and in collaboration with all the sender districts

Student Advocacy

- Continue a rigorous transition program through community access instruction, pre-vocational training and recreation and leisure opportunities; evaluate effectiveness and continue to improve yearly
- Continue to implement recommendations from the ELL study, assess for effectiveness and make revisions, if necessary
- Continue to implement recommendations from the deep analysis of current student academic support programs and practices, assess their effectiveness and revise, if necessary
- Continue to implement the recommendations from the study of curricular opportunities for non-collegiate bound students, assess their effectiveness and make revisions, if needed
- Continue to Implement the recommendations from the committee that studied expansion of curricular opportunities for students focused on work force entry, assess effectiveness and make revisions, if needed

Shared Leadership

- Implement year two of the comprehensive professional development plan
- Continue implementing and assessing the PLT model
- Implement the recommendations from the student leadership committee, assess their effectiveness and revise, if needed
- Implement and assess the recommendations of the student life after high school committee

Student Life

- Continue to offer a wide variety of extracurricular and sports opportunities; assess participation and other success factors
- Continue to implement recommendations from the SAP study, assess their effectiveness and make revisions, if needed
- Continue to implement recommendations regarding student recognition, assess their effectiveness and make revisions, if needed
- Implement and assess recommendations for the student/life balance committee

Community and Communication

- Continue utilizing Power School for home-school connectedness
- Continue to implement recommendations from the communications committee, assess effectiveness and make revisions, if needed
- Implement and assess recommendations from the committee working on increasing parental and community involvement of ELL families and under-represented groups in the schools

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
- Continually monitor the technology infrastructure and make improvements and enhancements as determined
- Implement and assess yearly operations plan projects
- Continue implementing and assessing security audit priorities

Strategic Plan

2015—2020

**2019 – 2020 Goals and Timelines****Curriculum,
Instruction and
Assessment**

- Conduct the newly revised summer school program, evaluate effectiveness and continue to expand/improve yearly
- Continue a rigorous academic program through AP participation and honors classes while maintaining reasonable class size
- Implement recommendations for Year Three of the achievement gap committee, analyze results, and make revisions, if needed
- Continue to implement and assess the effectiveness of the 1:1 technology initiative; make revisions, if needed
- Implement and assess recommendations for improvement of vertical articulation of curriculum, both internally and in collaboration with all the sender districts

**Student
Advocacy**

- Continue a rigorous transition program through community access instruction, pre-vocational training and recreation and leisure opportunities; evaluate effectiveness and continue to improve yearly
- Continue to implement recommendations from the ELL study, assess for effectiveness and make revisions, if necessary
- Continue to implement recommendations from the deep analysis of current student academic support programs and practices, assess their effectiveness and revise, if necessary
- Continue to implement the recommendations from the study of curricular opportunities for non-collegiate bound students, assess their effectiveness and make revisions, if needed
- Continue to Implement the recommendations from the committee that studied expansion of curricular opportunities for students focused on work force entry, assess effectiveness and make revisions, if needed

**Shared
Leadership**

- Implement year three of the comprehensive professional development plan, analyze results, and make revisions, if needed
- Continue implementing and assessing the PLT model
- Implement the recommendations from the student leadership committee, assess their effectiveness and revise, if needed
- Implement and assess the recommendations of the student life after high school committee

Student Life

- Continue to offer a wide variety of extracurricular and sports opportunities; assess participation and other success factors
- Continue to implement recommendations from the SAP study, assess their effectiveness and make revisions, if needed
- Continue to implement recommendations regarding student recognition, assess their effectiveness and make revisions, if needed
- Implement and assess recommendations for the student/life balance committee

**Community
and
Communication**

- Continue utilizing Power School for home-school connectedness
- Continue to implement recommendations from the communications committee, assess effectiveness and make revisions, if needed
- Implement and assess recommendations from the committee working on increasing parental and community involvement of ELL families and under-represented groups in the schools

**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
- Continually monitor the technology infrastructure and make improvements and enhancements as determined
- Implement and assess yearly operations plan projects
- Continue implementing and assessing security audit priorities

Strategic Plan

2015—2020

**Greatness Indicators for Warren Township High School**

Greatness Component	Measurable Greatness Indicators
Superior Performance	<p>Student Academic Achievement</p> <ul style="list-style-type: none"> • Maintaining a High Graduation Rate • Increase our ACT Composite Score Average • Maintaining High AP Participation Rate • Maintaining High AP Success Rate • Increase MAP Reading Growth for Students Behind in Reading • Completion of PERA Implementation • Complete ISBE Testing /WTHS Implications Annual Update • Increase Summer School Courses offered/ Enrollments <p>External Recognition of Students, Staff, School and the District</p> <ul style="list-style-type: none"> • Increase Recognition for the School Community • Maintain High NSC Success in Athletics <p>High Levels of Satisfaction</p> <ul style="list-style-type: none"> • Increase Education Technology Readiness Satisfaction • Maintaining High Attendance Rates • Maintain Low Suspension for Misconduct Rate • Maintain High Participation in Athletics • Maintain High Participation in Clubs & Activities
	<p>Community Partnerships and Connections</p> <ul style="list-style-type: none"> • Complete our 100 Year Celebration Activities • Complete a Website Review • Complete a Student Communication Tool Review • Complete a Communications Position Review • Increase Community Partnerships and Intergovernmental Agreements <p>Shared Leadership</p> <ul style="list-style-type: none"> • Increase Teacher Leadership Structure Satisfaction • Increase Student Leadership Participation
	<p>Leaders in the Field</p> <ul style="list-style-type: none"> • Increase Number and Visibility of Innovative, Exemplary Programs
Lasting Endurance	<p>Success Beyond High School</p> <ul style="list-style-type: none"> • Maintaining High Attendance in Post-Secondary Institutions • Maintaining High Retention in Post-Secondary Institutions • Maintain High Numbers of Technical Certificates Earned
	<p>Fiscal Responsibility/ Securing the Future</p> <ul style="list-style-type: none"> • Increase Technology Connection • Increase Food Service Satisfaction Rating • Maintaining an Balanced Budget Annually • Complete an Alternative Energy Options Review • Maintain and Address the Long Range Project List with 750k Annual Budget • Update certified and administrative staffing plans to align to declining enrollments and anticipated retirements • Maintain Funds in Operating Reserve between 35%-45% of Annual Budget