

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



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



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

Greatness Indicators with Metrics

Strategic Plan—2016 Addendum

	Data Source	Results Desired	2015 Benchmarks	Needs Improvement	Solid Performance	Exemplary Results	2016 Results
Superior Performance							
Student Academic Achievement							
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
External Recognition of Students, Staff, School and the District							
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
High Levels of Satisfaction							
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
Distinctive Impact							
Community Partnerships and Connections							
Increase Community Partnerships and Intergovernmental Agreements	Communications report to BOE	Increase	20	<20	20-30	>30	23
Shared Leadership							
Increase Teacher Leadership Structure Satisfaction	Satisfaction survey	Increase	2.71	<2.8	2.8-3.25	>3.25	Not yet
Leaders in the Field							
Increase Number and Visibility of Innovative, Exemplary Programs	WTHS Innovative Program Report	Increase	7	<7	7-11	>11	8
Lasting Endurance							
Success Beyond High School							
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
Fiscal Responsibility/ Securing the Future							
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%