

211 FORWARD TOGETHER

STRATEGIC PLAN 2022-2027



TOWNSHIP HIGH SCHOOL DISTRICT 211

OUR PROMISE OF EXCELLENCE, ACHIEVED TOGETHER



“

Excellence in education requires individuals to come and work together with the knowledge that they are part of something larger than themselves.

”

High School District 211 has built a strong legacy of excellence through the decades. This came through the tireless work and dedication of generations of educators, staff, students, parents, alumni and community partners who give their time to make sure our education is extraordinary.

Every time I step into our schools, I see new examples of this excellence. Yet, I do not believe excellence is, or perhaps even has, a finish line.

Rather, the excellence we strive for – readiness for every student, innovation throughout our classrooms, opportunities for students to become active and involved members of their learning community and support for those who need it when they need it most – is a continuum of planning, progress, learning and collaboration. Within that process results are studied, new goals are set, and expectations are exceeded.

Excellence in education requires individuals to come and work together with the knowledge that they are part of something larger than themselves. This Strategic Plan is a roadmap for our next five years. It was cultivated over time and with purposeful analysis of data and feedback from many who play a vital role in our community. It is intended to help us set our sights holistically on the continued pursuit and attainment of excellence across the fields of academics, equity, facilities, finance, communications and human resources. The goals, indicators, strategies and targets you see here reflect the collaborative knowledge, input and reflection of hundreds of valued

members of our District 211 learning community.

It is our goal that this document continues to drive us to create opportunities and achieve great things as we work together, guided by priorities that raise us collectively to new heights.

I am so grateful for all who helped prepare this Strategic Plan. We know strong schools build strong communities and we look forward to continuing to build together.

Together in excellence,
Lisa Small, Ed.D.



Superintendent Lisa Small, center, with Steering Committee student members (L-R) Dulce Nunez, Palatine High School freshman; Josephine Mascarenhas, Schaumburg High School junior; Dhruv Jain, Hoffman Estates High School junior; Michael Ligda, Higgins Education Center senior; Sonal Matta, Fremd High School senior; and Eva Krakowski, Conant High School sophomore

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STEERING COMMITTEE

MEMBERS AND PROGRESS

MEMBERS

- **Rao Addepalli:** FHS parent and alumnus
- **Katy Bonilla:** HEHS support staff, parent and alumna
- **Mark Cramer:** D211 Board of Education, former parent
- **Angela Drenth:** CHS teacher, HEHS alumna, FHS parent
- **Paul DuMelle:** Higgins Education Center teacher, HEHS alumnus
- **Chandini Duvvuri:** Palatine Chamber of Commerce, FHS parent, alumna
- **Dan Gavin:** PHS teacher, future parent and alumnus
- **Allie Gillies:** PHS parent
- **Paul Hardy:** FHS teacher and parent
- **Dorris Ho-Slomiany:** HEHS support staff, FHS parent
- **Erin Holmes:** D211 Director of Communications
- **Dhruv Jain:** HEHS junior
- **Anna Klimkowicz:** D211 Board of Education, former parent
- **Eva Krakowski:** CHS sophomore
- **Michael Ligda:** Higgins Education Center senior
- **Kevin Mallon:** D211 Union representative, HEHS teacher and alumnus
- **Marty Manning:** SHS administrator, HEHS alumna, future SHS parent
- **Josephine Mascarenhas:** SHS junior
- **Yvonne Matos:** Administration Center support staff, CHS parent
- **Sonal Matta:** FHS senior
- **Dulce Nunez:** PHS freshman
- **Greg Ohm:** Manufacturer, D211 business partner
- **Tim Pellus:** North Campus teacher, Hoffman Estates resident
- **Paul Radek:** FHS teacher, SHS alumna and future parent
- **Thuy Radons:** SHS parent
- **Michael Rodriguez:** CHS parent
- **Frank Salatino:** SHS teacher and parent, CHS alumnus
- **Jeff Stewart:** CHS teacher, SHS alumnus, future PHS parent
- **Kurt Tenopir:** Assistant Superintendent
- **Barbara Velez:** SHS parent
- **Kristine Zaremba:** PHS teacher, FHS alumna, future PHS parent



Phase One **PRE-DESIGN**

- Formation of Steering Committee
- Analysis of District Data
- Community Survey



Phase Two **DESIGN**

- Review of Survey Results
- Draft Concept Creation
- Focus Groups
- Review of Focus Group Feedback
- Redesign



Phase Three **REVISION AND IMPLEMENTATION**

- Board of Education Workshop
- Revision of Mission and Values
- Final Design Approved by Board
- Implementation

MOVING FORWARD:

PURPOSEFUL PLANNING, ROOM FOR CHANGE



Anna Klimkowicz
President

“

This plan carefully states how fantastic District 211 is, but also identifies areas for growth.

”

Learning Community:

As a member of the District 211 Board of Education for more than two decades, I have learned so much about what it takes to make an outstanding school system work well.

Of course, the educators, the students, the parents, the entire staff and our learning community contribute to the

legacy of excellence here. But collaboration, growth, innovation and flexibility in the face of changing circumstances are significant elements to success.

Recent years have demonstrated the resilience and innovation of our students and educators, as they changed how they taught and how they learned. We kept that in mind as we developed this plan and I ask you to do the same as we implement it. I have seen repeatedly that good plans are rooted in solid data and priorities; include attainable but significant goals; and are based on collaborative, purposeful planning. I also have learned it is sometimes necessary to adjust as you go, pivoting when necessary and being open to change.

Planning and adjusting are things we do extremely well in District 211.

I couldn't be prouder of this plan. It thoughtfully lays a path toward a successful future for our students and schools. I saw firsthand how our volunteers reviewed data and made adjustments and thought carefully about where we are now and where we could go.

I also am proud of our ability to change when it is necessary. I view this as a living document. This plan carefully states how fantastic District 211 is, but also identifies areas for growth. It leaves room for adjustment and the discovery of new opportunities. Most importantly, it is aligned to our mission and values and I am confident that by moving forward together with an eye on improvement, we cannot go wrong by our students, staff, parents or community.

On behalf of the Board of Education, thank you to all who took the time to create this plan. We will diligently use it to execute educational excellence to the best of our ability.

Sincerely,

Anna Klimkowicz
Board of Education President
2022

BOARD OF EDUCATION



Steven Rosenblum
Vice President



Kimberly Cavill
Secretary



Curtis Bradley



Mark Cramer



Peter Dombrowski



Tim Mc Gowan

PREPARED FOR THE FUTURE SKILLS FOR SUCCESS

DISTRICT 211 IS COMMITTED TO PREPARING STUDENTS FOR THEIR FUTURE.
WE STRIVE TO BUILD THE FOLLOWING SKILLS IN EACH OF OUR FUTURE GRADUATES:

● ACADEMIC GROWTH

The cornerstone of educational experiences including grades, credits toward on-track graduation, grade point average (GPA), rigorous coursework, early college credits and standardized test scores.

● COLLEGE & CAREER READINESS

Exploring, experiencing and identifying post high school options as students determine their interest in obtaining further education at the college level, entering the workforce, or pursuing military service.

● STUDENT INVOLVEMENT

Commitment to school through consistent attendance; experiences outside of the classroom through after school activities, fine arts and sports; volunteering in the community; or having a part-time job.

● GLOBAL COMPETITIVE SKILLS

Developing workplace readiness skills such as a professional attitude, work ethic and initiative, communication, teamwork, problem solving, adaptability, critical thinking, timeliness and digital literacy.

● WELLNESS

Physical health, emotional well-being, social wellness and an established sense of belonging as students work toward success in school and after graduation.



A COMMITMENT TO EQUITY

District 211 has a strong history as a school community where equity is valued. We work daily to ensure this is integrated into the mindset, actions and interactions of every student, staff member and parent. This is an ongoing effort, embraced with the knowledge of its importance and our moral obligation to create and maintain equity for all. The District 211 Equity Team was formed to ensure we understand and respond to the changing needs within our school community and broader world. We strive to identify, implement and strengthen equitable practices, equitable curriculum and equitable achievement while engaging our community to develop a school environment that is free of discrimination and racism and embraces everyone.

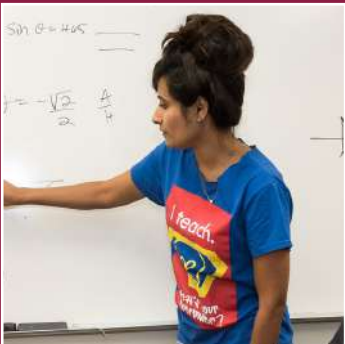


STUDENTS

All students can learn at the highest levels when all staff ensure access, opportunity and support.

All students must receive individualized support that is both encouraging and empowering.

All students deserve to feel safe, welcomed and valued in our schools, both individually and collectively.



STAFF

All staff are aware of the potential effect of their background, mindsets and biases in the classroom.

All staff approach educational equity with a growth mindset and are open to participating in crucial conversations regarding equity.

All staff are empowered to identify and eliminate inequities, barriers and past practices that potentially lead to opportunity or achievement gaps.



ORGANIZATION

We intentionally develop systems that ensure access, opportunity and individualized support for all students.

We foster school environments where students feel a connection and a sense of belonging.

We implement ongoing analysis, assessment and evaluation of our systems for the purpose of continual improvement.

OUR MISSION

Township High School District 211 serves the needs of our diverse community by providing relevant and rigorous learning experiences, opportunities for involvement and strong support systems that empower all students to reach their full potential.



OUR VALUES



OUR DISTRICT AT A GLANCE



SCHOOLS

James B. Conant High School
District 211 North Campus
William Fremd High School
Higgins Education Center

Hoffman Estates High School
Palatine High School
Schaumburg High School



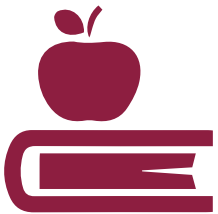
COMMUNITIES SERVED

Hoffman Estates, Inverness, Palatine, Schaumburg and parts of Arlington Heights, Elk Grove Village, Hanover Park, Rolling Meadows, Roselle, Streamwood, South Barrington



GEOGRAPHY

Square Miles: **62**
Square Feet of District 211 Facilities: **2.3M**
Acres of Building Grounds: **230**



STAFF

Total: **2,094**
Certified Faculty: **1,057**
Educational and Student Support: **634**
Operations and Maintenance: **168**
Transportation: **139**
Food Service: **96**

STUDENTS

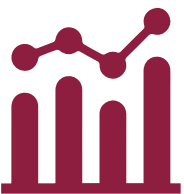
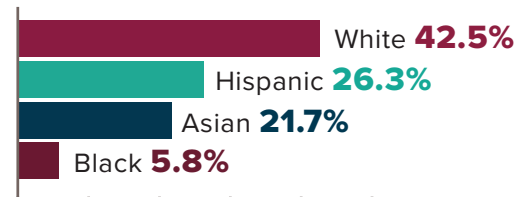
Total: **11,830**
Graduation Rate: **95%**
Economically Disadvantaged: **36%**
English Language Learners: **8%**



TRANSPORTATION

Students Bused Daily: **9,000**
School Bus Miles Driven Annually: **1M**
Propane Buses: **62**

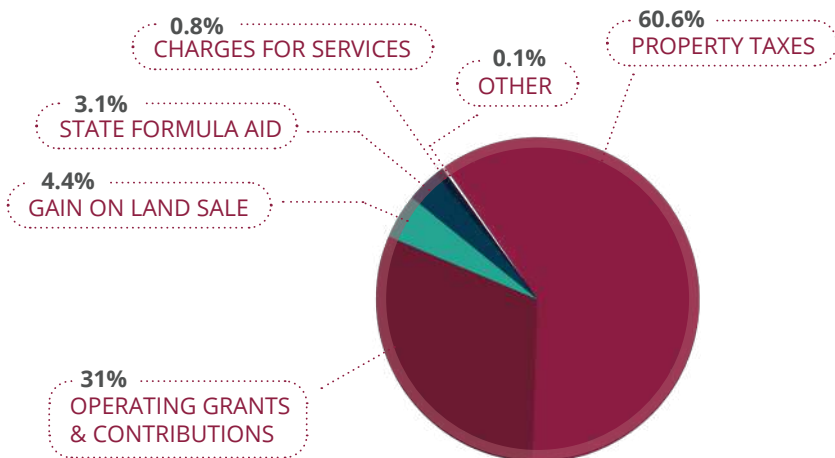
STUDENT DIVERSITY



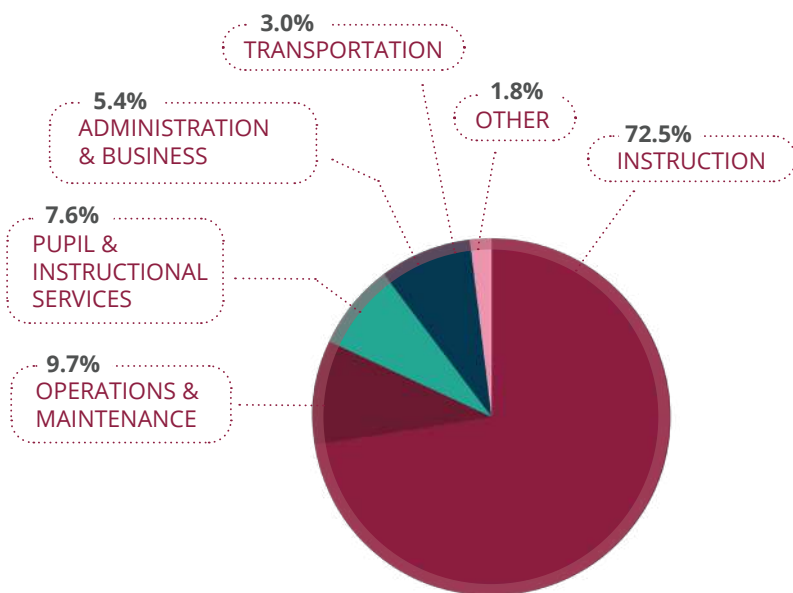
DISTRICT FACTS

Academic Courses Offered: **700+**
Dual Credit and Advanced Placement Courses Offered: **100**
Career Pathways: **16**
Meals Served in District 211 Cafeterias: **1.2M**

DISTRICT-WIDE REVENUES BY SOURCE - 2021



DISTRICT-WIDE EXPENSES BY FUNCTION - 2021



PRIORITIES, GOALS & INDICATORS

PRIORITY	GOALS	INDICATORS
INVOLVEMENT	 GOAL 1 All District 211 students will demonstrate involvement in the school community.	Attendance Activities and Athletics Community Service Employment or Internship
ACADEMIC GROWTH	 GOAL 2 All District 211 students will demonstrate academic growth.	Critical Learning Standards GPA AP, Dual Credit and Accelerated Coursework
COLLEGE & CAREER READINESS	 GOAL 3 All District 211 students will demonstrate college and career readiness.	Math and English Courses or Test Scores
GRADUATION	 GOAL 4 All District 211 students will maintain “on-track” to graduation status throughout high school.	Credits Earned Each Year
WELLNESS	 GOAL 5 All District 211 students will demonstrate growth in physical, mental and social wellness.	Healthy Lifestyle Sense of Belonging, Trust and Safety Community Resource Connections

PRIORITY	GOALS	INDICATORS
EQUITY	 GOAL 6 District 211 will increase equity in our schools.	Diverse Staff Equitable Practices
POST SECONDARY SUCCESS	 GOAL 7 All District 211 students will engage in preparation and experiences for college and career readiness throughout high school.	Post High School Plan Career Development Experiences Business Partnerships
EXCELLENT STAFF	 GOAL 8 All District 211 students will have exceptional learning opportunities through the recruitment, retainment and development of a highly effective staff.	Professional Development Culturally Relevant Teaching
FACILITIES AND FINANCES	 GOAL 9 All District 211 students will experience enhanced safety, wellness and learning through the completion of annual facilities and technological improvements enabled by financial stability.	Debt-Free Operations Innovative and Secure Technology Solutions Facility Enhancements
COMMUNICATIONS	 GOAL 10 All District 211 students, families and the community will receive relevant communication in a timely manner utilizing multiple methods and languages.	Diverse Stories and Platforms Student-Created Content

GOALS

1. INVOLVEMENT

All District 211 students will demonstrate involvement in the school community.



TARGET 1: Meet or exceed the yearly attendance threshold.

TARGET 2: Participate in at least one activity or athletic team each year, OR

TARGET 3: Complete a minimum number of community service hours each year, OR

TARGET 4: Maintain employment or complete an internship during high school.

2. ACADEMIC GROWTH

All District 211 students will demonstrate academic growth.



TARGET 1: Meet the proficiency levels for District 211 course Critical Learning Standards.

TARGET 2: Meet yearly Grade Point Average (GPA) benchmarks.

TARGET 3: Enroll in and pass at least one Advanced Placement (AP) or Dual Credit (DC) course with a grade of C or better.

TARGET 4: Enroll in and pass an accelerated course with a grade of C or better.

3. COLLEGE AND CAREER READINESS

All District 211 students will demonstrate college and career readiness.



TARGET 1: Meet SAT suite grade-specific benchmarks or growth targets for college and career readiness.

TARGET 2: Meet ACCESS benchmarks or show year-over-year growth in language proficiency.

TARGET 3: Demonstrate college and career readiness in math.

TARGET 4: Demonstrate college and career readiness in English.

4. GRADUATION

All District 211 students will maintain “on-track” to graduation status throughout high school.



TARGET 1: Meet or exceed on-track graduation status after freshman year.

TARGET 2: Meet or exceed on-track graduation status after sophomore year.

TARGET 3: Meet or exceed on-track graduation status after junior year.

TARGET 4: Earn a District 211 Diploma within four years.

5. WELLNESS

All District 211 students will demonstrate growth in physical, mental and social wellness.



TARGET 1: Achieve a “healthy fitness zone” on Fitness Gram or demonstrate growth from pre- to post-assessment.

TARGET 2: Maintain a “90” rating on the student peer relationships supplementary measure of the Illinois 5Essentials Student Survey.

TARGET 3: Maintain a 50% or higher percentage of favorable responses to the sense of belonging measurement on the Panorama Student Survey.

TARGET 4: Annually improve positive responses on the 5Essentials Survey questions related to trust, safety and collective responsibility.

TARGET 5: Annually improve awareness of the continuum of support systems that includes school and community based resources.

6. EQUITY

District 211 will increase equity in our schools.



TARGET 1: Increase the percentage of diverse staff members.

TARGET 2: Increase the percentage of students taking “non-developmental” coursework.

TARGET 3: Expand the use of positive behavior supports and restorative practices to address inequities in student disciplinary practices.

TARGET 4: Increase the number of underrepresented students meeting goals #1 through #4.

TARGET 5: Increase the use of culturally relevant materials and culturally responsive teaching practices.

7. POST SECONDARY SUCCESS

All District 211 students will engage in preparation and experiences for college and career readiness throughout high school.



TARGET 1: Ensure that all District 211 students have a post high school plan that includes a potential career pathway.

TARGET 2: Establish a system that uses student post high school experiences to inform changes to current college and career preparation programs.

TARGET 3: Provide opportunities for all students to participate in career development experiences during high school.

TARGET 4: Partner with local business and organizations to ensure academic programs include rigorous curriculum with industry relevance.

8. EXCELLENT STAFF

All District 211 students will have exceptional learning opportunities through the recruitment, retainment and development of a highly effective staff.



TARGET 1: Codify the District 211 approach and system for growing our own talent.

TARGET 2: Annually improve the quality and scope of professional development based on emerging needs.

TARGET 3: Improve availability and knowledge of staff wellness support systems.

9. FACILITIES & FINANCES

All District 211 students will experience enhanced safety, wellness and learning through the completion of annual facilities and technological improvements enabled by financial stability.



TARGET 1: Maintain fund balance in accordance with Board policy and debt free status annually.

TARGET 2: Keep pace with evolving technology updates and innovations.

TARGET 3: Protect district electronic assets and student and employee information by continuously evolving and enhancing technology infrastructure and resources.

TARGET 4: Annually continue to improve safety and modernization of our facilities.

10. COMMUNICATIONS

All District 211 students, families, and the community will receive relevant communication in a timely manner utilizing multiple methods and languages.



TARGET 1: Ensure our schools are represented regularly in stories told in multiple languages and across a variety of platforms.

TARGET 2: Increase community engagement across platforms annually using multiple methods of communications.

TARGET 3: Create and implement a district-wide equity campaign to increase diversity of students and staff represented in stories.

TARGET 4: Increase student participation in the development of communication strategies.

GET CONNECTED 211



TWITTER - @HSDistrict 211



FACEBOOK - High School District 211



INSTAGRAM - High School District 211



YOUTUBE - District 211



LINKEDIN - District 211



TOWNSHIP HIGH SCHOOL DISTRICT 211