



Latin Leads

2019

STRATEGIC

DESIGN

LATIN
SCHOOL of CHICAGO



Dear Latin Community,

Latin is always learning.

For 130 years, our community has been singularly devoted to educational excellence. For that same 130 years, Latin has continually redefined excellence in education for our changing world. In service to that legacy, we are pleased to share that on May 20, 2019, the board of trustees adopted a newly designed strategy that will ensure our confident journey into the future. It includes an updated vision statement, a refined strategic direction and the articulation of four choices that will guide our progress for the years to come. We feel it is an incredible validation of the hard work we have done together and an inspiration for all we can achieve.

The process used to design this strategy was inclusive and iterative. It began with a survey to the entire community asking what they value most about the Latin learning experience and how it could improve. We dove deeper into that feedback in a variety of focus groups and integrated input from functional work teams covering all areas of the school. As the plan was formulated, we hosted office hours for faculty and staff and held meetings with student, parent and alumni groups to test concepts again and gain even more feedback. There were difficult questions and tough conversations. In itself, the process represented how we hope to operate as we implement the strategy: modeling learning, flexible, inclusive of perspectives and open to feedback.

Our rigorous quest for input made the selection of just four strategic choices an exercise in intentionality. Actively choosing our path included *not choosing* many others: We are choosing to focus on learning at Latin and making it even more personal; we are choosing to focus on how we engage with each other, the city and the world; we are choosing to focus on advancing the growth of the people of Latin—the heart of the Latin experience; and finally, we are choosing to focus on the development of our physical spaces because learning happens everywhere at Latin. These choices were made not based on their value as individual efforts, but because of their strength as interrelated concepts that rely on and build on each other for forward movement. Equity, inclusion and wellness—all critical conditions for excellent learning—are thoughtfully woven into each choice serving as necessary threads to unify our work. Finally, you will notice the most unique part of the strategy is the Latin Learner in the center...part of our new path for the future considers all members of the Latin community as learners and seeks to support all.

How we will implement this strategy will mirror how it was created. We will develop agile work teams, allow for new leadership opportunities and embrace systems and practices for keeping ourselves accountable and our stakeholders informed.

Latin's 130th year was another one filled with important learning—about ourselves and the needs of our community. With this new strategy, our vision is clear, our path is defined and we are ready to lead Latin into the next decade.

Sincerely,



Randall Dunn
Head of School



Georgy Ann Peluchowski
Chair, Board of Trustees

MISSION

The Latin School of Chicago provides its students with a rigorous and innovative educational program in a community that embraces diversity of people, cultures and ideas. Latin inspires its students to pursue their passions and lead lives of purpose and excellence.

VISION

Our vision for educational excellence is to reinforce the value of an exemplary liberal arts education that makes learning inquiry-based, personal and inclusive. Our approach expands each Latin Learner's capacity for purposeful learning—whether in our school, our city or our world.

Excellence

- We develop the skills, knowledge and desire to solve complex problems through a global, liberal arts curriculum and master teaching.
- We identify our interests, learn to advocate for ourselves and others and become architects of our own educations.
- We promote physical and emotional wellness because they are essential to the pursuit of educational excellence and our happiness.

Community

- We support and celebrate one another and take responsibility for our words and actions, because we shape the lives of others in our community.
- We embrace diversity within our school and in Chicago, knowing that it deepens our learning and enhances our empathy.
- We use our resources wisely in order to be good stewards of our community and our world.

Integrity

- We are honest, fair and fulfill the commitments we make, building a culture of respect and mutual trust.
- We give our best effort, take intellectual risks and learn to persevere.
- We reflect and live with purpose, working toward goals that embody our genuine interests.



LEARN
Integrate, deepen and make personal the Latin learning experience for each and every person in the Latin JK-12 community.

STRATEGY

LATIN LEADS

To achieve our vision for educational excellence, our strategy is to **LEAD** by creating an inclusive, equitable and healthy culture for challenging and engaging learning. We will do this by integrating and bolstering our mission-aligned curricula, programs, practices and resources in order to create the best conditions for the growth, wellness and achievement of every learner in the Latin community. To execute, we are focusing on four interrelated strategic choices to be implemented in thoughtful combination.



LATIN LEARNER



DEVELOP
Enhance or redesign Latin's campus and facilities and align resources to achieve our vision for educational excellence.



ENGAGE

Focus on engaging with our families, alumni and the city of Chicago to make student learning more connected to the professional world and the communities in which we live.

Every member of the Latin community is a Latin Learner: students, families, faculty, staff, alumni and our partners in the city and around the globe.

Latin is a learning hub in which every member of our community is encouraged and able to develop the attributes that allow for growth and change: resiliency, self-advocacy, intrinsic motivation, curiosity and authenticity.



ADVANCE

Invest in our leadership, faculty and staff as Latin's most important assets in the development of our students.

LEAD



Learn: Integrate, deepen and make personal the Latin learning experience for each and every person in the Latin JK–12 community.

Implementation Priorities

Building on our legacy of master teaching, academic rigor and continuous, evidence-based improvement, we will intensify our work to embed experiential, inquiry, problem and project-based and real world learning strategies into the core program—recognizing that these approaches foster the skills, knowledge and capacities of modern learners. Importantly, we integrate these goals with our efforts to foster an inclusive, equitable and healthy culture for learning.

Describe essential outcomes for educational excellence and life-long learning: The Latin Learner.

- Create the comprehensive Portrait of the Latin Learner to articulate and describe the knowledge, competencies and skills cultivated for every student JK–12.
 - The Portrait will include the social, emotional and knowledge-based capacities and skills that support Latin’s equity, inclusion and wellness goals.
 - The Portrait will describe the attributes and capacities essential for post-graduate success and life-long learning.
 - Conduct a comprehensive school mission review to ensure relevance and alignment.

Refine and communicate Latin’s definitions and goals for Diversity, Equity and Inclusion and Wellness and how they integrate with learning.

- Test, adopt and implement definitions and recommendations across the JK–12 program, and direct resources appropriately.

Integrate essential approaches to educational excellence.

- Increase emphasis on problem-solving, project-based and experiential learning design within the core curriculum.
- Continue to implement the Understanding By Design as a framework for aligning curriculum to the Portrait of the Latin Learner, and for ensuring active connections between the disciplines in learning design.
- Align and define approaches to feedback and assessment that support growth of the learner. Coordinate implementation across divisions and provide professional support to faculty.
- Research and pilot modifications to calendar, schedule, space and time to support deep learning, wellness and an inclusive, equitable and healthy culture.

Develop leading approaches to advancing dialogue, civil discourse and inquiry-based discussion across the curriculum, equipping teachers as facilitators.

- Focus on practical strategies and instructional methods for achieving inclusivity, equity and wellness in classrooms.
- Commit to a professional learning program that develops pedagogy and curriculum towards this aim.

Integrate and bolster co-curricular and extra-curricular activities that enhance and make more personal the learning experience for students.

- Assess and identify programs and areas of strength at Latin that can be supported more deliberately within the learning experience.
- Seek intersections and connections between these programs and the academic program to increase personal and student-driven opportunities for learning.
- Identify opportunities for students to showcase and exhibit their work to wider audiences.
- Identify opportunities to integrate service learning and community engagement within the curriculum.

Identify effective practices in program and curriculum to ensure seamless scaffolding for students as they progress JK–12.

- Foster collaboration and engagement across and between LS, MS and US students, faculty and staff to bolster a sense of community and to coordinate more effectively.
- Build stronger transitions for students into each of the divisions, by expanding existing high-value practices and by developing new supports.
- Focus on the impact and value of advisory in each division (and its coordination with college counseling in the upper school) to support a healthy, inclusive and equitable culture for learning.

Ensure the college counseling program aligns with Latin's inclusive, equitable, healthy and personal approach to the student experience.

- Study the trends and developments in higher education admissions and secondary school placement and counseling practices.
- Review Latin's current practices and data (including experience of recent alumni) to develop the Portrait of the Latin Learner and to align the college counseling process to these outcomes.
- Coordinate the development of college counseling practices with standards based grading and assessment.

LEAD



Engage: Focus on engaging with our families, alumni and the city of Chicago to make student learning more connected to the professional world and the communities in which we live.

Implementation Priorities

Build partnerships, invite collaboration and foster dialogue with our families, alumni, city organizations, outside experts and other schools.

- Expand our engagement with alumni, trustees, parents and local community members as “experts” to consult with students and serve as a resource and audience for student work.
- Expand contexts for real world learning, community engagement, service and problem solving for our students.
- Integrate global exchange, community engagement and service learning within the core educational experience for all students.
- Consider an “Of the City” Advisory Board for community-based learning to identify opportunities and needs, build Latin’s network and forge valuable partnerships.
- Collaborate with local non-profits and industry where students might intern or volunteer, work on projects and learn in alignment with curriculum and organizational needs.

Expand and explore opportunities to demonstrate educational leadership through collaboration and dialogue beyond Latin.

- Participate in leadership conversations in educational and civic forums where Latin can add value.
- Research and develop partnerships for the advancement of experiential learning, community engagement, civil discourse and service learning.



Advance: Invest in our leadership, faculty and staff as Latin’s most important assets in the development of our students.

Implementation Priorities

Reorganize the administrative structure and roles to strengthen school wide leadership.

- Streamline the administrative organization to increase clarity with respect to responsibilities.
- Articulate and create new pathways for leadership and professional learning within and across the divisions, departments and the school as a whole.

Model powerful learning, foster agility and increase collaboration through project-based teams.

- Leverage the work team approach of the strategic design process, leverage cross-functional teams to move implementation priorities and projects forward in alignment with Latin’s 2019 strategy.

Develop a strategy for recruitment, development and retention of a more diverse pool of community members in support of a more inclusive, equitable and healthy culture for learning at Latin JK–12.

- Enroll and retain students and families who embrace Latin’s values of excellence, community and integrity.
- Build on the increased strengths of our Human Resources capability to identify new strategies for recruitment and retention of a diverse pool of candidates for Latin’s faculty and staff.

Ensure that compensation, work culture and professional learning resources and opportunities attract and retain the administration, faculty and staff we value at Latin.

- Collect and analyze data for employee engagement, climate and learning.
- Audit the existing structures for feedback, development and assessment of administration, faculty and staff to develop a healthy, equitable and inclusive work culture.
 - Strengthen and/or redesign structures and practices for the development and assessment of administration, faculty and staff following the audit.
- Explore opportunities to support the wellness of administration, faculty and staff in coordination with other implementation priorities and in alignment with our definitions.

Continuously evolve governance to support mission and vision.

- Evaluate and/or redesign Board of Trustees committee structures and charters to align with strategy.
- Strengthen board recruitment and composition planning in coordination with the school’s strategic needs and to include a wide range of skills, expertise, diverse perspectives and generations.
- Develop and implement succession plans for board leadership.

LEAD



Develop: Enhance or redesign Latin's campus and facilities and align resources to achieve our vision for educational excellence.

Implementation Priorities

Study options for rebuild and/or redesign of our campus and facilities to improve conditions for learning in all facets of the core and extra-curricular programs.

- Identify mission and strategy aligned options for the purpose and utilization of the Dearborn properties and commence with implementation.
- Design campus spaces and facility for future flexibility and multi-purpose use.
- Identify and evaluate options for expansion or better utilization of athletic and performing arts spaces and community gathering spaces.

Prioritize renewed learning spaces for Lower School.

- Ensure modernization of the space to support educational excellence and the Latin Learner.
- Address both indoor and outdoor space needs.
- Improve spaces for collaboration and community gatherings.

Review budget process to ensure alignment of resources to our mission, vision and strategy.

- Review short and long term budget development and allocation to our strategy and implementation priorities with support from the board Finance Committee, CFO and school administration.





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