



2024-2029 STRATEGIC PLAN



GLENBROOK HIGH SCHOOL DISTRICT

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A LETTER FROM THE SCHOOL DISTRICT

Glenbrook High School District 225 is dedicated to providing every student with the highest-quality educational experience. This commitment is reflected in this Strategic Plan, which will guide the District over the next five years. As the Board of Education recognizes, student success depends on high-quality educational experiences, opportunities for students to explore their interests, and meaningful support. Our plan builds on the progress we've already made, while also introducing new strategies designed to help all students succeed academically and personally.

The District's strategic planning process was a collaborative effort designed to shape its future direction. Guided by CESO Communications, the initiative began with research and the development of a project road map. Engaging the community was a key priority, with students, staff, parents, and residents contributing insights through discussions. A Core Planning Team and Design Team used this feedback and District data to create a strategic framework. The public then had the opportunity to review and define the draft plan, ensuring it aligned with our shared values, a renewed mission, and a clear vision. The process culminated with the Board's adoption of the five-year Strategic Plan on August 12, 2024.

This plan focuses on enhancing academic programs and creating supportive environments for students, staff, and families. It allows us to remain flexible and ready to respond to new challenges, ensuring that every decision we make reflects our dedication to continuous improvement and student success. Should you have any further questions or would like to offer feedback regarding the plan, please do not hesitate to reach out at any time.



[Signature]
Dr. R.J. Gravel,
Superintendent



[Signature]
Dr. Charles Johns,
Superintendent Emeritus

Follow our progress on our 2024-2029 Strategic Plan at glenbrook225.link/strategicplan.

DEVELOPMENT OF THE 2024-2029 STRATEGIC PLAN



PHASE 1: RESEARCH & PLANNING Setting the Stage

Beginning in June 2023, the District's strategic planning consultant, CESO Communications, worked with district staff to learn about the District and related issues, review existing research and relevant materials to inform the planning process, and develop an overall plan to guide the project, including timelines and assignments.



PHASE 2: COMMUNITY ENGAGEMENT Listening to Community Voices

In November and December 2023, the District invited students, staff, parents, and community members to share their ideas about the future. Through in-person and virtual meetings, participants had the opportunity to give feedback. Special effort was made to include student voices to help shape a strategic plan that reflects the school's mission and vision. Following these engagement opportunities, CESO Communications prepared a community engagement report that synthesized the feedback collected from stakeholders.



PHASE 3: PLAN DEVELOPMENT Drafting a Framework

In February 2024, a 45-member group that included students, parents, alumni, teachers, staff, administrators, community, business, and civic organization leaders reviewed relevant district data and the fall 2023 community engagement report, from which they identified a framework for the strategic plan. The framework was then reviewed and refined by a second team of district and school leaders.



PHASE 4: COMMUNITY FEEDBACK Gathering Community Feedback on the Draft Plan

In March and April 2024, district community members were invited to join a virtual discussion to give feedback on the draft of the strategic framework. Participants shared thoughts on the language, strengths, and challenges of the plan's four focus areas.



PHASE 5: PLAN REFINEMENT Setting the Direction

In April 2024, the individuals who participated in Phase 3 reconvened to review community feedback and refine the District's focus areas, purpose, and goals. They also worked on updating the core values, mission, and creating a new vision statement.



PHASE 6: PLAN ADOPTION Moving Forward

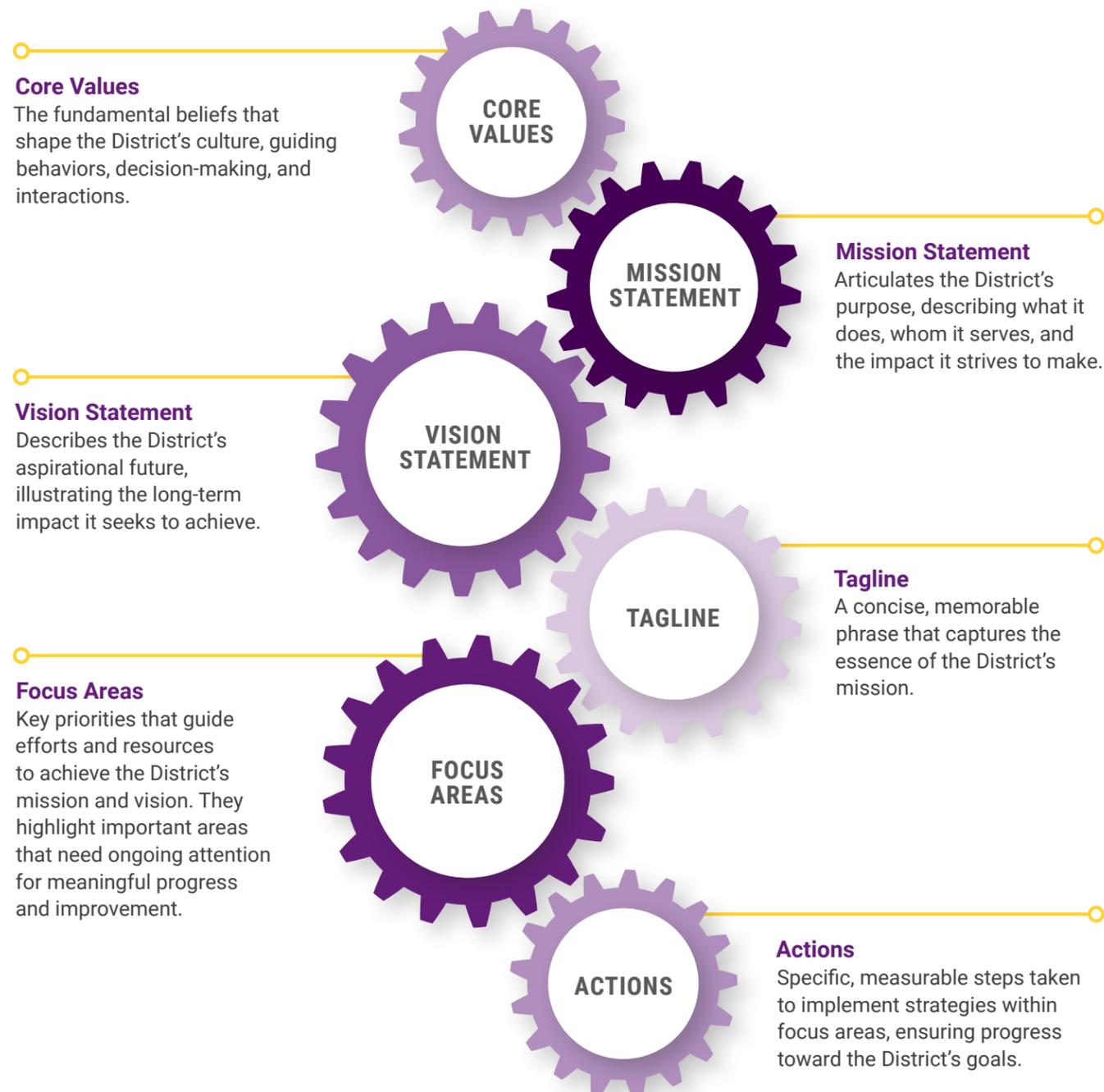
On May 13, 2024, the Board of Education reviewed a draft of the Strategic Plan. Following the meeting, CESO Communications and district staff integrated the Board's feedback and refined the plan for further consideration. On August 12, 2024, the Board unanimously approved the final version. While the plan will serve as a guiding framework for the next five years, it remains flexible to adapt to the evolving needs of students and the District.

ELEMENTS OF A STRATEGIC PLAN

WHAT IS A STRATEGIC PLAN?

A strategic plan serves as a roadmap for the District, enabling it to adapt to new developments and continuously enhance its approach to educating all students. This plan builds upon existing initiatives while introducing innovative strategies to drive meaningful progress over the next five years.

The foundation of this strategic plan is a set of core elements that define the District's direction and priorities. These components—including our core values, mission and vision statements, tagline, focus areas, and strategic actions—function like interlocking gears, working together to propel the District forward and create lasting, positive student learning and growth outcomes.



A LEGACY OF EXCELLENCE, A FUTURE OF INNOVATION

OUR CORE VALUES



Excellence in Learning

Through innovative teaching methods and immersive experiences in academics, arts, activities, and athletics, we cultivate excellence that transcends traditional boundaries, embracing curiosity as a driving force for exploration and discovery. We champion self-expression, recognizing that every voice matters and every perspective enriches our collective experience.



Belonging

"We are the Glenbrooks" is more than a slogan—we are an educational community where differences are embraced, connections are meaningful, and students, staff members, and families feel valued.



Respect

Members of the Glenbrook community are treated with dignity, civility, compassion, and honesty. They are valued for their ideas, thoughts, perspectives, and contributions.



Responsibility

We instill in our students and staff a sense of responsibility to contribute meaningfully to their world and to be accountable for their words and actions.



Well-Being

We prioritize the holistic well-being of our students, recognizing that their success extends beyond academic achievement. We are committed to cultivating environments that nurture resilience, foster confidence, and instill grit in our students. We believe setbacks are growth opportunities, and we empower our students to persevere through adversity.



MISSION STATEMENT

The Glenbrooks nurture a student-centered community with engaging, authentic learning experiences that empower individuals to grow, develop their voice, and contribute meaningfully to society.



VISION STATEMENT

We inspire each learner to apply their abilities, knowledge, and skills, which promotes collaboration, adaptability, and a broader understanding of success to positively impact our community and the world.

OVERVIEW OF THE STRATEGIC FOCUS AREAS

STRATEGIC FOCUS AREAS

Our Strategic Focus Areas are broad directions that impact the future by:

- Using existing strengths and opportunities within our organization
- Embracing new ideas, perspectives, and habits
- Catalyzing movement in the direction of our district's vision

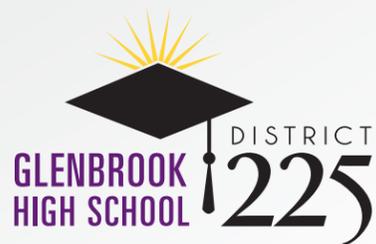
To maintain momentum and drive meaningful progress, members of the school district's senior leadership team were designated as Focus Area Facilitators to play a key role in guiding the work, fostering collaboration, and ensuring that each initiative moves forward effectively.

As Focus Area Facilitators, they will:

- Lead discussions and decision-making among stakeholders, including staff, students, families, and community members.
- Ensure alignment with the plan's goals, timelines, and best practices.
- Promote collaboration and facilitate problem-solving across teams.
- Identify and address obstacles to sustain momentum and progress.
- Facilitate clear, consistent communication to keep all stakeholders informed and engaged.

Our facilitators' leadership will help ensure that the Strategic Plan remains responsive to student and community needs.

In addition to our continued commitment to high expectations and academic achievement for all students, the following focus areas will guide the work of the District over the next five years.



Focus Area 1
STUDENT EMPOWERMENT
Develop and Empower Students within the District & Beyond



Focus Area 2
CULTURE & CLIMATE
Improve the Culture and Climate in the District through Meaningful Relationships



Focus Area 3
LEARNING REIMAGINED
Reimagine the District Learning Experience



Focus Area 4
LEADERSHIP DEVELOPMENT
Develop Leaders throughout the District



FOCUS AREA 1

STUDENT EMPOWERMENT

Develop and Empower Students within the District & Beyond

Create opportunities that allow students to build essential skills and explore paths toward well-being and future success.



Outcomes

- Each student will develop a dynamic plan to navigate their experience in Glenbrook High School District 225. Students will engage with these plans throughout high school in partnership with school counselors and parents/guardians.
- Students will be provided opportunities to explore post-secondary options and career paths while building connections with professionals, both inside and outside the school, who will support them in their journey.
- Students will have experiences that develop job readiness and social-emotional skills throughout their time in the District.
- Staff will be given professional supports and systems that allow them to innovate and implement creative strategies to help students explore their passions and interests within high school and beyond.
- Each student will have access to staff, resources, and support that meet their unique needs.

Focus Area Facilitators



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CULTURE & CLIMATE

Improve the Culture and Climate in the District through Meaningful Relationships

Strengthen a sense of belonging for each member of the District to ensure all are valued and welcomed.



Outcomes

- A. A culture of meaningful relationships will be created that respects, understands and values diverse perspectives, abilities and experiences as they impact district schools.
- B. Core values will be integrated into the daily work of and exemplified by all members of the District.
- C. Equity and access barriers to student and parent engagement in the 4As (academics, athletics, activities, and the arts) will be identified and addressed.
- D. A strong, district-wide relationship between Glenbrook District Office, Glenbrook North, Glenbrook Off Campus, and Glenbrook South will be developed to foster collaboration, partnership and coordination of experiences.
- E. Glenbrook High School District 225 will recruit and retain a high-quality, diverse, and inclusive staff reflective of students and families in the District.

Focus Area Facilitators



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LEARNING REIMAGINED

Reimagine the District Learning Experience

Advance a positive learning experience in which each student is able to grow and thrive.



Outcomes

- A. The District will assist students in developing flexible educational and post-high school plans that encourage the exploration of goals and interests.
- B. Dedicated time with support systems will be created that foster the education of the whole student.
- C. Professional development for teachers and staff on effective strategies to increase student engagement will continue to be implemented, resulting in:
 - 1. Classroom conversations that allow for multiple perspectives,
 - 2. Promotion of critical thinking and collaboration,
 - 3. Emotional intelligence growth, and
 - 4. Development of resiliency skills, allowing students to work through and learn from setbacks.
- D. Common expectations for the use of tools and resources will be developed that balance concerns about safety and appropriate use.
- E. District technology and communication platforms will be simplified and improved in order to enhance their understanding and navigation and maximize effectiveness.

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LEADERSHIP DEVELOPMENT

Develop Leaders throughout the District

Build and support leaders throughout the organization to better serve students, staff, and families.



Outcomes

- A. Professional development and other growth opportunities will be provided for all staff to help them gain experiences that allow them to expand into new roles.
- B. Standards for timely communications between leadership, staff, students, and community members will be evaluated and updated.
- C. Feedback strategies and data will be consistently utilized to provide transparency and engage staff in decision-making processes.
- D. A culture of trust that values all input and perspectives will be enhanced and nurtured.

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BOARD OF EDUCATION AND UPDATES

BOARD STRUCTURE

Glenbrook High School District 225 is governed by an elected, seven-member Board of Education. All members are elected at-large to four-year terms. Board elections are held during the month of April as part of the consolidated election cycle in odd-numbered years. Board members are volunteers who do not receive a salary for their services. The Board of Education includes four officers: president, vice president, treasurer, and secretary. The president and vice president are elected annually by the board membership, the treasurer role is filled by the Director of Business Services/CSBO, and the secretary role is currently filled by the Executive Director of Communications.

The Board of Education meets regularly on the second and fourth Mondays of each month. All meetings of the Board of Education are open to the public. In addition to the regular meetings, the Board of Education has established three standing committees (Communications, Facilities, and Finance) to facilitate the review of topics relevant to the school district's operation. Each committee includes up to three members of the District and school leadership teams (e.g., Superintendent, Assistant Superintendents, Principals, Associate Principals, Directors, and Senior Managers).



Sandra Muhlenbeck
President
(2026)



Marcelo Sztainberg
Vice President
(2026)



Jack Downing
Member
(2029)



Peter Glowacki
Member
(2029)



Beth Hope
Member
(2029)



Matthew O'Hara
Member
(2029)



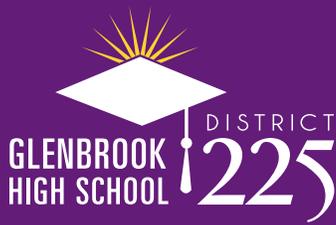
Skip Shein
Member
(2027)



GET INVOLVED

The District is committed to fostering an open and collaborative environment where every voice matters. As we implement our strategic plan, we invite you to stay engaged by following our progress and contributing your insights. Regular updates accessible on our website and shared with families through our weekly newsletters and social media presences are intended to provide transparency and highlight the strides we are making to support student success and long-term growth.

The ongoing engagement of our stakeholders is essential in shaping the future of the District. Whether by attending Board of Education meetings, connecting with our Focus Area Facilitators, or sharing your ideas in other ways, your involvement strengthens our initiatives and expands opportunities for every student. We encourage all families, students, staff, and community members to be part of this ongoing conversation.



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GLENBROOK NORTH HIGH SCHOOL

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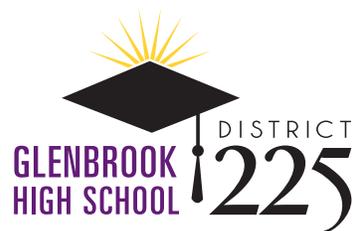
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STAY IN THE LOOP

Visit glenbrook225.link/strategicplan to receive quarterly Strategic Plan updates.



Glenbrook High School District 225 offers a public education to approximately 5,100 students in Glenview, Northbrook, and portions of unincorporated Northfield Township. Located 25 miles north of Chicago in a suburban setting, Glenbrook North and Glenbrook South High Schools have a reputation for offering students an excellent, high-quality, well-rounded educational experience. In addition to its two high schools, the District also offers alternative learning at Glenbrook Off-Campus.

Follow our progress on our 2024-2029 Strategic Plan at glenbrook225.link/strategicplan.