



# Arlington Heights District 25 Agenda Setting Direction Retreat

*Location:*  
*Date: February 24, 2026*  
*Time: 8:00-12:00*

| Outcome                                                                                                                                                     | Activity                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Facilitator/Time                                                                                                  |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------|
| <b><u>Essential Question:</u> Where do we want to be?</b>                                                                                                   | <p>Welcome</p> <p>Review who we are and what we are here to do. What has happened since the team last met at the Data Retreat?</p> <p>Set outcomes for the Setting Direction Retreat. Learn about the importance of goals, indicators of success, strategies and action plans. Begin with the END in mind.</p>                                                                                                                                                                          | <p>Brian Kaye<br/>Superintendent<br/>5 MIN</p> <p>Perry Soldwedel<br/>Facilitator<br/>10 MIN</p> <p>8:00-8:30</p> |
| <b><u>Essential Question:</u> How does the SWOT Analysis help us with our work today? What feedback have we received on the Preferred Future Statement?</b> | <p><b><u>Activity One:</u></b> Confirm the final SWOT Analysis.</p> <p>Share the Preferred Future feedback from the Vision Retreat received from middle school students and teachers</p> <p>Provide an opportunity for table teams to reflect and refine the Preferred Future Statement</p> <p>Reflect on how important the Preferred Future statement is to the strategic planning process.</p>                                                                                        | <p>Perry Soldwedel<br/>Facilitator<br/>45 MIN<br/>Slides</p> <p>8:30-9:15</p>                                     |
| <b><u>Essential Question:</u> Why do we need a SMART process to determine our goals, indicators or success, and strategies of the strategic plan?</b>       | <p><b><u>Activity Two:</u></b> Understand the process we will use today to finalize a draft of the strategic plan.</p> <p>Know the relationship between goals and strategies.</p> <p>Know how important Indicators of Success are to both goals and strategies. Understand KPIs (Key Performance Indicators) and their relationship to both Indicators of Success</p> <p>Finally understand the action planning process that will follow strategic planning to determine the annual</p> | <p>Perry Soldwedel<br/>Facilitator<br/>30 MIN</p>                                                                 |

|                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                      |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------|
|                                                                                                                                                                                                                                                                                                                                                                                                             | actions the district will take to address its goals and strategies                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 9:15-9:45                                                            |
| <p><b><u>Essential Question:</u></b> <i>What do our long range goals look like? How does it compare with the criteria for writing a great one? How might we update and make what is current even better?</i></p> <p><b><u>Essential Question:</u></b> <i>What are Indicators of Success? How do they relate to Key Performance Indicators? Why are they critical to the strategic planning process?</i></p> | <p><b>Activity Three:</b> Teams will reflect on their current strategic plan goals.</p> <p>Teams will learn about best practices that help us write SMART goals. They will learn how effective the current goals are when compared to the best practice criteria. They will draft updated long-range goals</p> <p>Teams will examine Indicators or Success (KPIs) for each of the long-range goals.</p> <p>Teams will learn of the importance of the Indicators of Success and how they frame the monitoring and reporting system for the strategic plan</p>                    | <p>Perry Soldwedel<br/>Facilitator<br/>45 MIN</p> <p>9:45-10:30</p>  |
| <p><b><u>Essential Question:</u></b> <i>What are strategies? How do strategies relate to long-range goals? What will we do with strategies? How do they relate to action plans?</i></p>                                                                                                                                                                                                                     | <p><b>Activity Four:</b> Teams will identify strategies aligned to the long-range goals to address the key findings of their work. A strategy is the approach you take to achieve a goal. Action teams for each goal will develop annual plans to do the hard work of improvement</p> <p>In strategic planning, a <b>goal</b> defines the desired, measurable, and time-bound result or outcome a school district aims to achieve (the "what"), while a <b>strategy</b> outlines the high-level approach, methods, and specific steps taken to reach that goal (the "how").</p> | <p>Perry Soldwedel<br/>Facilitator<br/>60 MIN</p> <p>10:30-11:30</p> |
| <p><b><u>Essential Question:</u></b> <i>What does our draft of the plan look like?</i></p>                                                                                                                                                                                                                                                                                                                  | <p><b>Activity Five: Putting it ALL together</b></p> <p>Learn about how the SWOT analysis, the Preferred Future statement and the draft of the plan lead to the recommendation.</p> <p>Understand next steps<br/>Preview of the Recommendation<br/>What will happen between now and then?</p>                                                                                                                                                                                                                                                                                   | <p>Perry Soldwedel<br/>Facilitator<br/>20 MIN</p> <p>11:30-11:50</p> |
| <p><b><u>Essential Question:</u></b> <i>What did we accomplish and what will be our next steps?</i></p>                                                                                                                                                                                                                                                                                                     | <p><b>Appreciations and Celebrations</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | <p>Brian Kaye<br/>Superintendent<br/>5 MIN<br/>11:50-12:00</p>       |
| Adjourn                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 12:00                                                                |