Arlington Heights Current Long-Range Strategic Plan Goals accompanied by Indicators of Success

.

Understanding Long-Range Strategic Plan Goals

A school district's long-range strategic plan goals are broad, future-focused outcomes the district commits to achieving over an extended period — typically three to five years. They define where the district intends to go and guide major decisions, initiatives, and resource allocation.

Long-range goals answer critical questions:

- What should student learning look like in five years?
- How will we ensure a vibrant learning environment that supports student well-being?
- How will we support and develop staff over time?
- What systems, culture, and partnerships do we want to strengthen?
- How will we allocate resources to ensure student success?

Long-range goals are not day-to-day tasks or short-term action steps. Instead, they establish direction and priorities.

Key Characteristics of Effective Long-Range Goals

- **Future-Oriented:** Focused on sustained improvement over multiple years.
- **Broad and Strategic:** Not overly detailed or tied to a single program.
- **Aligned to Mission and Vision:** Directly supports the district's purpose.
- **Measurable at a High Level:** Progress can be tracked using clear indicators or benchmarks.
- **Stable Over Time:** Goals remain steady even as strategies evolve.

Understanding Indicators of Success

An indicator of success is a specific, measurable, and time-bound metric that provides objective evidence of progress toward a multi-year goal.

In simple terms, it answers the question:
How will we know this is working?

Definition

An indicator of success is a specific measure used to track whether desired outcomes are being achieved over time.

Key Characteristics of Effective Indicators

Effective indicators are:

- **Aligned:** Directly connected to the goal.
- **Measurable:** Quantifiable or clearly observable.
- **Trackable Over Time:** Shows trends, not just snapshots.
- **Actionable:** Informs decision-making and improvement.
- **Understandable:** Clear to stakeholders, not only experts.

Types of Indicators

Strong strategic plans use a mix of:

- **Lagging Indicators:** Measure final outcomes (e.g., graduation rates).

- **Leading Indicators:** Measure activities or progress signals that predict success (e.g., attendance rates, participation in supports).

Typically, each goal should include:

- 2–4 indicators
- At least 1 leading indicator
- Subgroup analysis where appropriate
- Clear ownership and monitoring structures

Indicators should align logically across:

- Classroom
- School
- District

The goals remain steady. The strategies evolve.

Current Goals and New Options	Our Thoughts
# Goal 1: Student Growth and Achievement **Current Goal:** Refine and extend instructional practices, programs, and services to ensure all learners are academically ready for high school and beyond. ## Potential Indicators of Success • Increased student growth percentiles and proficiency rates across grade levels and subgroups • Reduced achievement gaps among student populations • Improved postsecondary readiness indicators • Increased participation and success in advanced coursework and enrichment opportunities • Positive trends in formative and summative assessment data ## Goal 1 Options **Option A** Ensure every student — particularly those historically underserved — experiences high-quality learning that results in academic readiness for high school and beyond, while eliminating gaps in achievement, access, and opportunity. **Option B** Advance student achievement for all learners by delivering	

rigorous, relevant, and equitable instruction that promotes academic growth, critical thinking, and real-world readiness. **Option C** Ensure every student is challenged and supported to achieve excellence through high expectations, personalized learning pathways, and a commitment to continuous improvement. **Option D** Custom option to be developed. *Updated indicators of success will be defined once the goal is selected.*	
# Goal 2: Learning Environment **Current Goal:** Cultivate a healthy climate and culture that creates conditions to meet the needs of all learners. ## Potential Indicators of Success • Improved attendance and reduced chronic absenteeism • Reduced disciplinary referrals and exclusionary practices • Increased student sense of belonging and safety • Implementation of effective social-emotional and mental health supports	

- Facilities maintained to support modern learning environments

Updated indicators will be defined once the goal is selected

Goal 2 Options

Option A
Strengthen a healthy and inclusive district climate that promotes well-being, belonging, and engagement so all students feel supported and safe.

Option B
Establish welcoming, engaging learning environments where students feel connected, safe, and motivated to grow.

Option C
Cultivate school cultures that promote belonging, well-being, and innovation, enabling students and staff to thrive academically and socially.

Option D
Custom option to be developed.

Updated indicators will be defined once the goal is selected

Goal 3: Working Environment

Current Goal:
Attract, develop, and retain diverse, high-quality, innovative employees.

Potential Indicators of Success

- Improved staff retention and reduced vacancy rates
- Increased participation in professional learning
- Positive staff climate and satisfaction trends
- Development of leadership pipelines
- Evidence of collaboration and shared responsibility

Goal 3 Options

Option A
Build and sustain a diverse, high-quality workforce by fostering a culture where adults are supported, continuously learning, and collectively responsible for student success.

Option B
Strengthen staff capacity through professional learning, collaboration, and systems that enhance instructional practice and well-being.

Option C
Develop and sustain a high-performing workforce by fostering

leadership, continuous improvement, and a supportive professional culture. **Option D** Custom option to be developed. *Updated indicators will be defined once the goal is selected.*	
## Goal 4: Family and Community Partnerships **Current Goal:** Strengthen family and community relationships to enhance learning and partnership. ### Potential Indicators of Success • Increased family participation • Improved family survey results • Growth in community partnerships • Multilingual and culturally responsive outreach • Evidence of family input informing decisions --- ### Goal 4 Options **Option A** Strengthen authentic partnerships with families and the	

community that elevate student voice and share responsibility for learning and growth. **Option B** Enhance family and community engagement through open communication and shared commitment to student success. **Option C** Build trust and collaboration with families and the community by valuing diverse perspectives and strengthening two-way communication. **Option D** Custom option to be developed. *Updated indicators will be defined once the goal is selected.*	
# Goal 5: Stewardship of Resources **Current Goal:** Demonstrate responsible stewardship by allocating resources effectively and equitably. ## Potential Indicators of Success • Balanced budgets aligned to district priorities • Long-term financial and facilities planning • Transparent fiscal monitoring and reporting • Strategic investments tied to student outcomes	

- Compliance with state and federal standards

Goal 5 Options

Option A
Ensure equitable and transparent stewardship of district resources so systems and investments are aligned to student needs and long-term sustainability.

Option B
Ensure effective and responsible management of resources through fiscal transparency and alignment with district priorities.

Option C
Promote long-term organizational stability through strategic planning and efficient use of financial and human resources.

Option D
Custom option to be developed.

Updated indicators will be defined once the goal is selected.