**Preferred Future Statement**

**Mission:*****Empowering an inclusive community of empathic learners to innovate and thrive as global citizens***

**Motto:** ***Together today to transform tomorrow!***

***We’re all IN! INtegrity, INclusion, INnovation, INvested***

**Vision:**

***Cultivate a personalized environment of excellence that prepares every learner, every day, for a better tomorrow by:***

* Building the knowledge, skills, and attitudes of learners to be **successful, contributing citizens of a global society**
* Developing resilience and perseverance in learners to **problem-solve and co-create their learning**
* Embracing **individuality and modeling empathy in an inclusive environment**
* Promoting learner **confidence, courage, growth mindset and well-being**
* Fostering **collaboration, voice and engagement** with and among staff, families, and our communities to partner in ensuring each learner’s continuous improvement.
* Ensuring **equity of resources, access and opportunities** for all learners and staff to learn, work, and succeed

**Core Values:**

***The following core values will guide our behaviors and actions:***

* **Curiosity**
* **Empathy**
* **Equity**
* **Inclusivity**
* **Collaboration**
* **Resilience**

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| **ARLINGTON HEIGHTS DISTRICT 25 SWOT ANALYSIS** |
| **STRENGTHS:** What are we most proud of? What do we consider to be the results of our best work? What advantages do we have? What do others say about us in positive ways?* **History of being student-focused**
* **Students perform highest of all District 214 feeder districts on state assessments**
* **Quality, caring certified and support staff**
* **History of practicing sound fiscal management**
* **History of providing sufficient resources for a high-quality education**
* **Highest state financial recognition**
* **High student-teacher trust prior to the pandemic**
* **Student to staff ratios are significantly below state averages**
* **High teacher retention**
* **High family interest and involvement**
* **Has significantly increased the number of technology devices for students**
 | **WEAKNESSES:** What do we consider to be our weaknesses? What are we most criticized for or receive the most complaints about? What do we seem to have a hard time doing well?* **Student performance gaps for low income, Black, Hispanic, and Students with Disabilities**
* **Percentage of special education students receiving 80% or more of their day in the regular classroom**
* **Increased student social, emotional and mental health needs**
* **Ensuring competitiveness with salaries, benefits, and staff incentives to grow and learn**
* **Variety of co-curricular activities offered to students**
* **Lack of capacity and funding to introduce full-day Kindergarten**
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| **OPPORTUNITIES:** What opportunities for improvement do we know about, but have not addressed? Where with a little work could we change a weakness into a strength? What are we not doing currently that might be the opportunity for us to improve?* **Student engagement in hands on, authentic, real life learning opportunities**
* **Refining and expanding our continuum of services to better meet the needs of all students**
* **Ensure a sense of belonging and mutual understanding by cultivating diversity, equity and inclusion in the pursuit of social justice, global citizenship, economic and environmental partnership**
* **Teacher collaborative practices and professional development**
* **Building back a trusting and respectful relationship between BOE and ATA and staff.**
* **Healing the issues caused by the pandemic**
* **Partnerships with the community and higher education**
* **Becoming a more forward-thinking organization in the eyes of our stakeholders**
* **Improving Teacher-parent trust**
 | **THREATS:** Who or what threatens us the most? What challenges are coming that we must respond to? What might block our progress? What do we have little control over that might impact our resources?* **State funding and legislation issues (tax freeze, pension shifts, equity funding)**
* **Standardized testing/state data requirements (constantly changing and  loss of support)**
* **National shortage of teacher candidates/Substitutes**
* **Challenging social media**
* **Recent student enrollment trends/decline**
* **Projections of deficit budgets ahead with declining reserves**
* **Aging facilities with projections of facility improvement needs over next five years**
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