

NEW TRIER TOWNSHIP HIGH SCHOOL DISTRICT 203 ANNUAL REPORT



















To commit minds to inquiry, hearts to compassion, and lives to the service of humanity.

Board of Education



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A Letter from the District 203 Board of Education President



The past year has marked an exciting time for New Trier High School as the District has engaged the entire community in imagining the future of its high school through work on a new strategic plan, New Trier 2030. Neighbors, families with younger students, alumni, and community leaders have joined with current parents, students, faculty, staff, and each

member of the Board of Education to help identify priorities for the District over the next decade.

It has been heartening to see so many good ideas emerge from a community that is clearly invested in the future of New Trier. That was apparent when I along with my fellow Board members attended our Community Engagement Focus Group Evening in October, joined by more than 100 community leaders, Township residents, staff, and students who spent more than three hours in lively conversation about what New Trier does well along with areas in which the District could grow. Every step of the way—from participation in an online survey to serving on our planning and framework committees—community members have provided invaluable input toward the plan the Board of Education ultimately approved this January.

Some of the frameworks, or the areas in which faculty and staff will focus their work over the next decade, are explicit in goals involving the greater community. New Trier wants families with younger children to feel more involved and invested in their future high school even before those children reach 8th grade. The District also hopes to highlight and expand its mutually beneficial partnerships with community members and businesses who donate their time and talents to students in and outside of the classroom. And New Trier wants to provide more opportunities for community members to come to the two campuses and see the results of their investment.

All of the frameworks, and the hard work faculty, staff, and administrators will do over the next decade, start with students. All students must feel safe and welcomed and have access to a rich and rigorous curriculum as the school encourages student leadership at all levels. The Board of Education will track the District's progress in all six areas through approval of an annual plan with strategies for achieving short- and long-term goals. I look forward to regular discussions at the Board table as the administration updates us on progress toward those goals.

New Trier is already a leader in so many areas, as you will see highlighted on the academic and extracurricular pages of this Annual Report. With the District's new strategic plan, faculty and staff will have the tools and strategies to assure that New Trier remains the lighthouse school it has been since its founding in 1901.

Mortale

Greg Robitaille Board President

A Letter from the District 203 Superintendent



What does the future hold for the students of New Trier High School?

While in many ways it is impossible to answer that question, it is nevertheless essential that we consider the world in the next 10, 20, or 30 years as we chart a course for student learning, support services, programs, and operations that will

maintain New Trier's reputation as an educational leader.

Starting last spring, we began to develop a new strategic plan, New Trier 2030, that will guide our work for the next decade and beyond. Based on the input of parents, students, Township residents, teachers, and staff, we have shaped that plan around six frameworks that define the work of our District as a whole. In the center of this Annual Report, you will find a description of our strategic planning process, statements about the six frameworks, and goals within each framework that we aim to achieve during the course of the strategic plan.

Our work was grounded in two questions: (1) What is the purpose of schools? and (2) What skills, dispositions, and habits of mind will students need for their future? While the strategic plan may be titled New Trier 2030, much of the future for which we are preparing our students lies in the second half of this century.

The first question has many possible answers, but for New Trier, that answer long has been: "To commit minds to inquiry, hearts to compassion, and lives to the service of humanity." Our school motto is as aspirational as it is concise and serves as our mission statement for New Trier 2030. Our vision statement is equally aspirational: "By creating a culture in which students discover purpose in their intellectual, creative, and interpersonal endeavors, we will develop in every graduate the skills and dispositions to lead meaningful, compassionate, and impactful lives."

We as a school community share many beliefs about the tools students will need to lead fulfilling, meaningful lives in the future. To be successful, our strategic plan must be centered on what is happening with students in classrooms, offices, hallways, performing arts stages, and athletic fields. We also must not overwhelm the system. To that end, we will present to the Board an annual plan that sets that year's goals and strategies, and the Board will publicly evaluate our progress each year.

I am thankful for the nearly 5,000 people who responded to a survey this September about New Trier's priorities, the more than 100 community members who attended our Community Engagement Focus Group evening in October, and countless others who have served on committees and shared input. I look forward to a bright future for New Trier guided by our new strategic plan.

Sincerely,

Dr. Paul Sally Superintendent

Helping Our Students Grow:



Intellectually, Personally, and as Leaders



New Trier High School's New Strategic Plan, New Trier 2030, defines a path for our district in the next decade and beyond. In the center of this 2018 Annual Report, you will find the six core areas in which we have set goals to achieve during the course of the plan. The entire plan, though, has one overarching goal in mind: student growth. To be successful, New Trier High School must help every student grow intellectually, personally, and in their understanding of others and the world. Only then will we have, as our vision statement says, developed in our graduates "the skills and dispositions to lead meaningful, compassionate, and impactful lives."

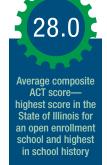
A commitment to student growth is not new for New Trier, though the strategic plan defines some areas of particular focus for the next decade. As you will read on these pages, the Class of 2018 continued New Trier's strong tradition of leadership and growth in academics, extracurricular activities, and service.

New Trier once again had the state's highest average composite ACT score for an open enrollment school, 28.0, a score that reflected the achievement of the entire class. In fact, students who ended their senior year in Level 3 Mathematics and/or English—the middle of New Trier's three academic levels—far outperformed peers across the country. A full half of those students scored in the top 10 percent of the nation on the college entrance exam.

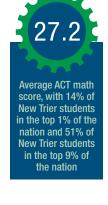
New Trier students also led in their commitment to service, providing more than 80,000 meals for the Chicago Food Depository through the school's annual food drive and building an 18th home in Waukegan through a partnership with Habitat for Humanity. Athletic teams won state, regional, and conference championships in all three seasons, and performing and visual arts students showed off their work in local galleries, in New Trier's theatres, on stage at Carnegie Hall, and on the big screen in Times Square.

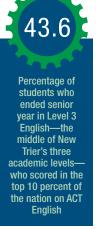
The numbers on these pages are just a snapshot of the many ways New Trier students celebrated school-wide achievements during the 2017–2018 school year. We look forward to continuing to find new ways to prepare our students to learn and grow, guided by our new strategic plan.

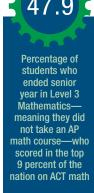
NEW TRIER BY THE NUMBERS, CLASS OF 2018:







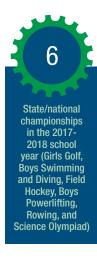






OTHER NOTABLE NUMBERS FOR THE 2017–2018 SCHOOL YEAR







CLASS OF 2018 ENROLLMENT BY COLLEGE CONFERENCE

College is a match to be made, not a prize to be won.

—Frank Sachs, The Blake School This motto guides the work of New Trier High School's Post-High School Counseling Department, one of the country's most comprehensive post-high school programs. Eight full-time certified professionals with more than 130 years of collective experience in college or high school settings guide juniors and seniors toward their perfect match,

be that a small private liberal arts institution, a large public university, military service, a gap year, or any of the multitude of other options for a successful path after graduation.

More than 98 percent of New Trier students enroll in post-secondary institutions after graduation, and students across academic levels attend colleges and universities across the country and the globe. Our graduate surveys find that more than 90 percent of recent graduates report that New Trier prepared them well for college academics.

The following chart provides a sampling of some of the NCAA Division I schools New Trier students in the Class of 2018 attended this school year, listed by conference. These schools are included because they tend to be larger and thus attract larger numbers of New Trier students. Many students also attend Division II and Division III colleges.

Conference	New Trier Class of 2018 enrollment	Schools attending	
Big 10	261	All schools	
Big East	58	Butler, DePaul, Georgetown, Marquette, Villanova, Xavier	
ACC	39	Boston College, Duke, Miami, North Carolina, Notre Dame, Pittsburgh, Syracuse, Virginia Tech	
PAC 12	35	Arizona, Berkeley, Colorado, Oregon, USC, Washington	
Patriot League	29	American, Boston University, Bucknell, Colgate, Lehigh, West Point	
lvy	24	Columbia, Cornell, Dartmouth, Harvard, Pennsylvania, Princeton, Yale	
MAC	22	Miami (Ohio), Northern Illinois, Ohio, Western Michigan	
Missouri Valley	21	Bradley, Illinois State, Loyola, Southern Illinois, Valparaiso	
The American	19	Southern Methodist, Temple, Tulane,	
SEC	9	Alabama, Missouri, South Carolina, Vanderbilt	

LIVES TO THE SERVICE OF HUMANITY

Service learning has been an important part of New Trier High School's mission since its founding in 1901. Students have opportunities to participate in service at the classroom, grade, club, and entire school level each year.

Freshmen at the Northfield Campus engage in an annual campus-wide service learning project that ties classroom work with



a service project. In the past, students have helped build a school in Haiti following devastating earthquakes there and provided clean drinking water to

a community in India. This year, students are learning about hunger in Chicagoland and volunteering through classes, clubs, and adviser rooms. Meanwhile, seniors are busy raising funds and providing labor to build a home for a family in need in Waukegan, marking the 19th year of New Trier's partnership with Habitat for Humanity of Lake County.

Student Activities and Athletics also give students numerous opportunities to donate their time and effort to organizations serving those in need. New Trier's Social Service Board oversees more than 15 student groups that volunteer across the Chicago area every day, helping children and adults with special needs, tutoring younger children, and interacting with older adults at senior centers. Students also can create their own service clubs; Binary Heart, a new and fast-growing club that refurbishes old computers to donate to students who need them, was the brainchild of a few technical-minded students who approached the school after starting the organization on their own. Many clubs and teams partner to raise funds for worthy causes, such as the annual St. Baldrick's Shave-a-Thon that sees students go bald to raise money and awareness for children with cancer.

Service projects are also important bonding activities for New Trier's adviser rooms, who compete to bring in the most canned goods and toiletries during drives each year. Adviser rooms also work together to raise funds and purchase and wrap gifts for Chicago families each holiday season through a partnership with Northwestern Settlement.

Homes built by New Trier seniors since 2001 to help low-income families in the Waukegan area through our partnership with Habitat for Humanity; another 18 homes have been built in the Philippines

Families who received holiday gifts and household items through New Trier's partnership with Northwestern Settlement

Meals contributed to the Greater Chicago Food Depository through New Trier's annual food drive

NEW TRIER

A New Strategic Plan to Guide New Trier into the Next Decade and Beyond



On Jan. 22, 2019, the New Trier Township High School District 203 Board of Education adopted a new strategic planning document, New Trier 2030, that will chart a course for the future of New Trier High School over the next decade and beyond.

New Trier 2030 is the culmination of a school- and community-wide effort involving parents, students, faculty, staff, alumni, and New Trier Township residents who worked together to identify priorities for the future. Beginning in May 2018, a planning committee of 28 members began development of the plan by agreeing on a mission and vision and identifying six frameworks that encompass the work of the District as a whole: Intellectual Engagement, Growth, and Readiness; Student Personal Growth, Engagement, and Well-being; Culture, Climate, and Equity; Leadership Throughout the School; Community Engagement, Partnerships, and Governance; and Finance, Facilities, and Human Resources.

MISSION

To commit minds to inquiry, hearts to compassion, and lives to the service of humanity.

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Responses to the Strategic Planning Survey

Responses to the Strategic Planning Survey

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Responses to the Strategic Planning Engagement Focus Group Evening

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Nearly 5,000 parents, students, staff, alumni, and Township residents responded to the District's online Strategic Planning Survey in September 2018 to help identify priorities within each framework. Then in October, 110 community leaders, staff, and students from across the Township came together for a Community Focus Group Evening, where participants spent four hours having in-depth discussions about the frameworks and potential goals for the school. New Trier staff members shared their feedback during department meetings and a Staff Institute Day in November. All of this input informed the work of six Framework Committees comprised of 90 students, parents, staff, and community members who created core values and goals for each framework, reporting back to the Planning Committee.

The District will measure growth in the framework areas through a planning process that establishes priority goals and strategies each year. The Board of Education will review and approve these goals and strategies every spring and publicly evaluate progress toward the goals during regular Board updates on the plan. Once approved, the annual goals and strategies will be posted on the District's strategic planning website.

Pages 8–9 of this Annual Report include the guiding statements and goals for each of the six frameworks. Strategies to achieve the first of these goals will be presented to the Board of Education this spring. For more information about New Trier 2030 and the strategic planning process, please visit http://www.newtrier.k12.il.us/StrategicPlanning/



2030 **VISION** By creating a culture in which students discover purpose in their intellectual, creative, social, and interpersonal endeavors, we will develop in every graduate the skills and dispositions to lead meaningful, compassionate, and impactful lives. New Trier High School 2018 Annual Report | 7

NEW TRIER 2030: WE WILL DEVE



Intellectual Engagement, Growth, and Readiness

Students should be exposed to a broad, comprehensive curriculum to develop critical thinking skills and dispositions that will prepare them for future challenges and opportunities. Students' mastery of knowledge deepens when their learning experiences are relevant and give them a sense of purpose and fulfillment.

Goals

- To ensure every student has access to rigorous and rich curricula and inspiring instruction that promotes intellectual growth.
- To identify and cultivate the intellectual characteristics, qualities, and competencies of a New Trier graduate that will provide students with the best opportunity to lead meaningful and impactful lives.
- To promote the multiple post-high school pathways that can lead to a meaningful and impactful life and provide opportunities that prepare students for those various pathways.
- To provide opportunities for intellectual exploration, growth, and risk-taking.
- To connect unique concepts and innovative ways of thinking in the different disciplines through interdisciplinary, experiential, and exploratory learning experiences.



Student Personal Growth, Engagement, and Well-being

Students should feel secure in their physical, emotional, and social well-being in order to be fully engaged in their academic, personal, and social growth. Developing social-emotional skills such as self-awareness, compassion, resilience, self-management, social awareness, relationship skills, and responsible decision-making is critical to setting students on a path toward a meaningful future.

Goals

- To ensure students acquire and apply the socialemotional competencies of self-awareness, selfmanagement, social awareness, relationship skills, and responsible decisionmaking to promote student wellness.
- To ensure staff has a deep understanding and instruction of social-emotional skills and characteristics and embeds the development of those skills throughout the school environment.
- To create a learning environment centered around empathy and understanding of diverse backgrounds and experiences that values student input, collaboration, and constructive dialogue.
- To have a school environment that encourages students to value their present experiences while preparing for their future.
- To develop students' connections to others through healthy, authentic relationships and humanitarian service.



Culture, Climate, and Equity



All people at New Trier must be welcomed, respected, supported, and valued so students can

learn effectively, develop deeper understanding of the complex issues they face, and become empowered to contribute to the school community. This is possible when staff and students learn from and reflect on their own and others' diverse lived experiences.

Goals

- To create a culture of equity that appreciates and celebrates differences across the school by exploring individual identities and the identities of others.
- To create a culture in which students define their identities more holistically beyond academic achievement and level placement.
- To create a culture that reduces stress and teaches students the strategies to effectively manage the stress they experience.
- To create learning environments and curricula that encourage empathy, create interpersonal connections, embrace diverse identities, and explore multiple perspectives.
- To create an environment in which each individual's needs are met and in which every person feels they belong.
- To identify and promote those parts of our culture that enhance learning and a sense of belonging, such as our dedication to service, compassion, critical thinking, and empathy.

LOP IN EVERY GRADUATE . . .



Leadership Throughout the School



New Trier High School is a complex organization that requires the continuous development of

courageous, innovative, committed, and exemplary leadership at all levels and from all constituencies, student and adult. The quality of leadership and the climate fostered by leaders have a direct impact and influence on all facets of our school community and beyond.



Community Engagement, Partnerships, and Governance



New Trier High School is a crucial part of the fabric of New Trier Township, serving as a reflection of

our community's strong commitment to inquiry, compassion, service, and leadership. The school district and its engaged and informed community of taxpayers, parents, students, alumni, and staff collectively benefit by working in partnership toward common goals.



Finance, Facilities, and Human Resources



To serve the needs of students in their academic and extracurricular pursuits, New Trier High

School depends on the financial commitment made by taxpayers to deliver a high-quality education marked by exceptional teaching and facilities. The District supports the school's mission and vision while acting as a responsible financial steward by developing budgets, facilities, and staffing plans that respect the community's investment.

Goals

- To identify, develop, and recognize adult leaders throughout the school.
- To expose all students to leadership concepts, dispositions, and skills.
- To broaden opportunities for student leadership within the school.
- To expand our state, regional, and national influence in educational practice and policy.

Goals

- To provide engagement opportunities and information about New Trier to younger students in the Township and their families.
- To create opportunities for alumni to engage with New Trier, each other, and the greater New Trier community.
- To engage and inform residents without children in the school about events, accolades, and the value of their investment in New Trier.
- To foster partnerships with community groups, local government agencies, and individuals to strengthen and maintain relationships with New Trier High School.
- To provide opportunities for community members to visit New Trier and involve New Trier in community events and organizations.

Goals

- To ensure strong financial stewardship and provide information that is accessible to all members of our community and demonstrates and promotes the value of a New Trier education.
- To develop a long-range facilities plan that ensures that facilities are operated in an efficient, well-maintained manner that meets current and emerging needs of the academic and extracurricular program.
- To recruit, develop, and retain a diverse and exceptional faculty and staff who put students at the center of learning and contribute to a collaborative culture that promotes their intellectual and personal growth.

THE SKILLS AND DISPOSITIONS TO LEAD MEANINGFUL, COMPASSIONATE, AND IMPACTFUL LIVES.

Strong Financial Stewardship and Planning

NEW TRIER HIGH SCHOOL DISTRICT 203 is committed to strong financial management of the resources provided by our taxpayers. With 91 percent of revenue derived from local property taxes, we have a duty to make smart, efficient use of our funding as we continue to provide the exceptional academic and extracurricular programs that make our community attractive to home buyers, businesses, and families.

State and national organizations recognize the District each year for our financial management. In January 2018, Moody's reaffirmed its top rating of Aaa for the District, meaning the credit rating agency deems District 203 extremely creditworthy and any investment in the District low-risk. New Trier also has received top financial reporting awards from the Illinois State Board of Education, Government Finance Officers Association of the United States and Canada (GFOA), and Association of School Business Officials International for 15 years running.

New Trier's 2018 tax levy (taxes collected in 2019) is projected to increase 1.62%, which is less than the typical CPI increase of 2.1% due to the final debt service payments for the Northfield Campus re-opening. Those payments were authorized by voters in 1998 to re-open the Northfield Campus as our freshman campus, marking an important milestone in the successful transition to a one school, two campus model.

In 2003, the District passed an operating tax rate referendum and committed to the community that a further rate referendum would not be needed for at least five years. That commitment has now been extended 16 years. With continued watchful fiscal management, an operating rate referendum will not be required in the near

term, barring any unforeseen changes to District revenues and expenditures.

The District and its Finance Committee analyze fiscal trends to plan not just the next District budget, but to protect District resources well into the future. Some examples of the District's ongoing financial stewardship include:



- During the 2015–16 through 2017–18 school years, the average annual increase for salary and benefit costs was 0.5%, which represents a significant drop in the largest portion of the budget from the previous 3-year annual average of 2.8%.
- The Operating Expenditure Per Pupil decreased by 1.4% in 2017–18, representing the first decrease since 2011–2012.
- The District's 3-year average for health insurance renewal is -0.1%, which is a reflection of the wellness of our employees and strong management of the insurance program.
- The District works diligently to maintain appropriate staffing levels, and over the past four years has lowered the total number of both faculty and support staff by over ten positions each.

The charts and graphs on these pages outline the final budget numbers for the 2018–2019 school year and show the largest sources of funding and areas of expense. More detailed information can be found on the District's Financial Information website, http://www.newtrier.k12.il.us/DistrictFinancialInformation/

INVESTING IN FACILITIES TO SUPPORT OUR STUDENTS



This year, the District has embarked on a long-term facility study to consider the future educational, maintenance, energy efficiency, and safety needs at the campuses. The study will be informed by the significant work that has been completed in

the past five years at both campuses and will result in a 15-year framework, which will be presented to the Board of Education this spring.

New Trier understands that the facilities in which our students learn, compete, and grow are among our most valuable assets, made possible by our community's investment in the District. While much of our recent efforts have focused on the opening of the wonderful new Winnetka campus addition, we continuously make

improvements to our facilities each year. In the summer of 2018, we made security, athletic and Kinetic Wellness facility improvements.

At the Northfield Campus, the District constructed a concession, restroom, training, and ticket building. This important addition can be used by students and visitors at the stadium, track, and tennis courts and removes the portable restrooms that have been used for decades. The stadium bleachers were also expanded to accommodate increased student attendance at events, and new energy efficient lights were installed.

Other improvements at the campus include the replacement of eight tennis courts and the installation of six additional tennis courts thanks in part to a \$1.2 million donation from a private foundation. The original 1960s running track was also replaced, and

the aging west campus parking lot was resurfaced.

At the Winnetka Campus, projects included refinishing of the Gates Gymnasium floor; the installation of additional bike racks; and upgrades to the composting program and office renovations for student support and technology functions on the second floor.

COMPARABLE TAX RATES (2017)

New Trier has some of the lowest high school tax rates in the state. This chart compares the high school portion of a New Trier Township resident's tax bill to that of neighboring districts.

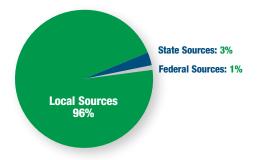
Taxing District	Tax Amount	Percentage Difference
New Trier (203)	\$1.99	
Glenbrook North/South (225)	\$2.10	5.5%
Evanston Township High School (202)	\$2.33	16.9%
Maine (207)	\$2.53	26.9%
Schaumburg (214)	\$2.56	28.6%
Palatine (211)	\$2.92	46.6%
Niles (219)	\$3.41	71.0%

FY 2018-2019 FINAL OPERATING BUDGET (IN MILLIONS):

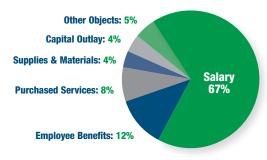
Fund	Revenues	Expenses
Educational	\$95.2	\$93.4
Operations and Maintenance	8.7	8.0
Transportation	2.1	2.1
Municipal Retirement	4.7	3.2
TOTAL	\$110.7*	\$106.7

^{*} Note: \$3.2M transferred to other funds for capital projects and debt payments, leaving a budgeted \$0.8 million surplus. The District's Operating Budget includes all Operating Funds, which represent the vast majority of the District's overall budget. The District also maintains non-operating funds, including Debt Services, Capital Projects, and Fire Prevention and Safety.

2019 BUDGETED REVENUE ALLOCATION BY SOURCE



2019 BUDGETED OPERATING EXPENDITURES BY OBJECT



MAINTAINING A SAFE AND SECURE EDUCATIONAL ENVIRONMENT



One of the most important responsibilities of the Board of Education and administration is providing a safe learning environment for our students. Över the past year, New Trier has renewed its commitment and focus to this work with a review of

supports we provide to our students and improvements to our

security procedures, technology, and facilities.

The foundation of a safe learning environment is to ensure that students feel welcomed, supported, ready to learn, and receive appropriate supports if the need arises. This occurs through the individual attention that each student receives through the adviser program, their academic classes, and the extracurricular program. In an annual survey of New Trier's most recent graduates, 98 percent of students said they had one or more adults who cared about them at New Trier, and nearly 90 percent felt they had a trusted adult they could go to with a problem. New Trier also provides a robust system of supports for students who may not feel connected or are struggling.

Beyond this important work with our students, New Trier is committed to improving procedures, facilities, and technology that support a secure environment. Over the past year, the District has engaged a security consultant to work with our administration and security staff members to identify how our security procedures, technology systems, and facilities effectively support this goal, and where there may be areas for improvement. Through that review, a thoughtful program of enhancements has been implemented at both campuses, some of which are visible to students and visitors, and others that are not.



Some of the most noticeable changes are the secure vestibule entries at the Winnetka Campus. At each of the three primary entrances, visitors who arrive during the school day are now asked to buzz into the building and are then screened by a security staff member, who verifies their identity and the purpose of their visit. Visitor parking has also been centralized on Trevian Way. Similar improvements to centralize visitor access and provide secure check-in will be constructed at the Northfield Campus next year. These changes will be more visible due to the unique multi-building design of that campus. At both campuses, interior window coverings have been placed in all classrooms to obstruct views during a lockdown. All staff members now also wear identification cards, allowing students to quickly recognize trusted adults on campus. The District has also added additional security staff before and after school when the campuses are open to students for activities and events. Additional security cameras and other security systems have also been added.

Throughout this process of analysis and improvements, New Trier has balanced the need for safety with a culture of connection and exploration that we promote as a school as we work to keep our campuses both safe and welcoming.



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PET New Trier Opportunity, Excellence and Tradition Educational Foundation NOTE: 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 10

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