



MISSION: To inspire a love of learning and ensure educational excellence for every child.

VISION: A thriving and inclusive learning community will enable our students to become:

- Critical and creative thinkers and problem solvers
- Socially and emotionally competent, ready to live purposeful lives
- Self-aware, curious and persistent learners, eager to pursue their passions
- Skilled communicators and collaborators
- Self-sufficient, responsible and resilient

CORE VALUES/ COMMITMENTS:

We believe in the enduring value of providing for the development of the whole child.

We will focus on providing a multi-faceted educational program that is rich, rigorous and relevant in an environment that nurtures each child's uniqueness.

We believe successful learners are critical thinkers and problem solvers.

We will prepare all students for college and careers by providing a differentiated learning experience that meets the needs of students as they prepare for the future.

We believe that when students are self-reliant and take responsibility for their own learning they achieve higher academic, social and emotional success.

We will guide students toward self-sufficiency and responsibility for setting goals, monitoring progress, and being able to report their results.

We believe that social and emotional competencies foster a positive and healthy school and district culture.

We will identify and promote behaviors and actions that contribute to a culture and climate that is healthy, positive and promotes self-confidence.

We believe that an engaging and innovative learning environment is critical to the learning success of all students.

We will enrich and enhance instruction through the use of technology, and prepare our students for digital citizenship.

We believe in setting and meeting high academic expectations. *We will provide a stimulating academic environment through excellent teaching.*

We believe in equity and inclusivity for all. *We will ensure that every student feels empowered to achieve to his or her full potential, commit to provide equitable opportunities for all learners, grow an inclusive school community, and demonstrate we value diversity.*

We believe that two-way communication and collaboration between home, school and district leads to improved performance of both students and staff.

We will build strong relationships and connections with our families and communities to partner in ensuring that each student grows and achieves.

We believe that continuous improvement moves an individual, team, school and district to a higher level of performance.

We will develop strategic action plans that are aligned with our goals and hold us responsible for our results. We will be accountable for these results through regular and timely monitoring and reporting.

We believe that access to timely data and clear information accelerates both teaching and learning.

We will use valid student learning data and information to guide instruction and to plan and implement enrichment, acceleration, and intervention.

We believe that, to improve continuously, District 90 must have adequate and aligned resources of people, money and time.

We will utilize our resources responsibly to ensure trust, respect, pride, and the satisfaction of our community.

GOALS AND STRATEGIES:

GOAL: STUDENT GROWTH & ACHIEVEMENT - Ensure continuous development, growth and achievement for all students.

Key Indicators: To be determined by Action Team

Strategy 1: *We will align professional development and other supports to guarantee that our curriculum, assessments, resources, and instruction reflect best practice and address social-emotional competencies and rich, rigorous academic expectations.*

Strategy 2: *We will ensure that students and families fully understand academic and social-emotional goals and expectations and receive timely feedback on student progress.*

GOAL: LEARNING ENVIRONMENT - Cultivate a positive learning environment that meets the physical, academic, and social-emotional needs of every student.

Key Indicators: To be determined by Action Team

Strategy 3: *We will optimize the use of time to improve opportunities for learning.*

Strategy 4: *We will use our resources wisely to maintain and improve our facilities in order to ensure safe, nurturing and innovative physical environments.*

GOAL: HIGH QUALITY WORKFORCE - Recruit, develop, support and retain a high-performing and diverse staff that practices collaboration and pursues continuous improvement.

Key Indicators: To be determined by Action Team

Strategy 5: *We will further professional development of both certified and non-certified staff to enhance differentiated instruction, enrichments, and interventions that address achievement disparities and ensure equal access to rigorous expectations for every student.*

Strategy 6: *We will effectively and efficiently collaborate to improve student achievement.*

Strategy 7: *We will improve shared decision-making structures and processes to ensure an optimal work environment.*

GOAL: FAMILY AND COMMUNITY PARTNERSHIP – We will foster partnerships and shared responsibility between schools, families and the community to enrich the lives of all stakeholders.

Key Indicators: To be determined by Action Team

Strategy 8: *We will support partnerships with families and the community by exchanging information and ideas in a transparent and purposeful manner.*

GOAL: RESOURCES – We will continue to demonstrate effective and efficient business operations and ensure excellent stewardship of public resources.

Key Indicators: To be determined by Action Team

Strategy 9: *We will ensure that our resources are prioritized and aligned to district goals to enable us to achieve our mission and vision.*

District 90 Strategic Planning Structures and Processes

The D90 administrative team has developed a strategic process designed to implement the elements of the D90 Strategic Plan in a focused and prioritized manner. The process has several key steps, many of which are illustrated in the accompanying documents.

The D90 Strategic Planning Process includes the following steps:

- 1. Administrators assigned as Strategic Goal facilitators**
- 2. Strategic Goal stakeholder committees formed (Student Growth and Achievement, Learning Environment, High Quality Workforce, Family and Community Partnerships, Resources)**
- 3. Committees classify Action Objectives as “quick hit,” short term (one-two years), or long term (multi-year) objectives**
- 4. Committees identify priorities among selected Action Objectives, balancing resources, capacity, and “horizon” for deliverables**
- 5. Committees devise SMART goals for prioritized Action Objectives and identify specific measures (indicators) for success**
- 6. Committees provide ongoing oversight for the accomplishment of Action Objectives and report progress to Board and community at regularly scheduled intervals**
- 7. Strategic Plan scorecard is updated to reflect progression**
- 8. Annually, Board of Education and administration evaluate overall progress, and reallocate resources (as appropriate) to ensure that the plan develops in a manner that remains consistent with the District’s mission, vision, and core values**

In order to accomplish the Strategic Plan Action Objectives successfully, it will be critical that each Strategic Plan Committee be comprised of a diverse group of invested stakeholders. It will also be essential that committees be provided with the proper balance of oversight, support, and autonomy to accomplish their charge. As such, administrators will act as facilitators to shepherd each team’s work. However, strong stakeholder participation and frequent community progress reporting will be necessary to ensure the long-term efficacy and integrity of the plan. This will require the development of both a Strategic Plan “scorecard” and the formal implementation of focused Strategic Plan communications protocols.

Strategic Plan Action Objectives Teams/Committee Structure

Action Goal & Long Range Goal	Action Team Facilitators	Volunteers
<p>STUDENT GROWTH & ACHIEVEMENT: Ensure continuous development, growth and achievement for all students (6)</p>	<p>K. Boozell D. Wood A. Hawley</p>	<p>Laurie Hendrickson-FMR Nikki Elza – Parent Aimee Conrad -- FMW</p>
<p>LEARNING ENVIRONMENT: Cultivate a positive learning environment that meets the physical, academic, and social-emotional needs of every student (4)</p>	<p>L. Garstki K. Martin A. Cozzi</p>	<p>Sonny Mann – FMR Pam Moriarty – FML Val Smart -- FMW</p>
<p>HIGH QUALITY WORKFORCE: Recruit, develop, support and retain a high-performing and diverse staff that practices collaboration and pursues continuous improvement (11)</p>	<p>A. Hawley T. Steketee C. Godfrey E. Condon</p>	<p>Edgar Roman -FMR* Annmarie Clasky – FML Kathleen Fleming-FMW Becky Peterson – FMR Peg Donnelly –FML Amanda Zika -- FMW Cal Davis -- Parent</p>
<p>FAMILY AND COMMUNITY PARTNERSHIP: We will foster partnerships and shared responsibility between schools, families and the community to enrich the lives of all stakeholders. (2)</p>	<p>E. Condon D. Simmons</p>	<p>Jane McCole – FML Brenda Latzke – FMR Katrina Beck -- FMW Amy Dwyer – Parent</p>
<p>RESOURCES: We will continue to demonstrate effective and efficient business operations and ensure excellent stewardship of public resources (1)</p>	<p>A. Cozzi</p>	<p>Edgar Roman-FMR* Ruth Soppet – FML Vivian Barkidjija - Parent</p>

Key: FML - Faculty Member Lincoln
FMW – Faculty Member Willard
FMR – Faculty Member Roosevelt

Long- Range Goal: **Student Growth** - Assessments Leader(s): Karen Boozell, Alison Hawley, Diane Wood Mid-Year _____ Final X

River Forest District 90
Strategic Action Objective Plan Template

Strategic Action Objective: 2016-20 – D90 will continue to engage in professional development and formal collaboration that supports and fully aligned and articulated curriculum specific to CCSS, NGSS, IL Social Studies Standards, and IL SEL Learning Standards, promoting success for all students a identified through shared assessments, highly engaging and differentiated instructional practices, and the use of high quality evidence-based resources. The D90 MLT will identify and implement key components 2016-17.				
Oversight Group: PDC and relevant Curriculum Committees		Relevant Data Sources: Faculty surveys, best practices research, Principals to Action (NCTM), rubrics for evaluation of resources		Anticipated Completion Date: June 30, 2020 (annual reevaluation date will inform necessary adjustments and modifications to initiatives, training, and programming.
Activities to Implement the Objective:	Person(s) Accountable	Timeline Beg./End	Resources Needed: (Time, Professional Development, Supplies, etc.)	Anticipated Outcome/Measurement
1. Establish District Curriculum Review Cycle Timeline	C & I	Spring 2017	None	Developed six-year curriculum review cycle timeline establishing which content area(s) will be formally under review - <i>Complete</i>
2. Develop Curriculum Review Cycle Process	C & I	Spring 2017	None	Developed Curriculum Review Cycle document that outlines goals and objectives for each year of the six-year review cycle process - <i>Complete</i>
3. Form Content Area Committee (Math)	C & I	Spring 2017	None	Established the Math Leadership Team consisting of representatives across buildings and grade levels - <i>Complete</i>

4. Draft Content Area Vision Statement	Math Leadership Team	2016-17	Committee meetings, support from consultant, best practices resources	Drafted D90 Vision for Mathematics Education. Shared with the Board of Education May 15, 2017 - <i>Complete</i>
5. Review of available resources aligned to standards (pilot if appropriate)	Math Leadership Team	2016-17	Sub-committee, math pilot team, consultant guidance	Pilot conducted for Grades K-5 and Grade 8. Recommendation for K-5 adoption and 6-8 extension presented to Board of Education May 15, 2017 - <i>Complete</i>
6. Provide professional development plan for implementation support	C & I, Math Leadership Team, consultant, PDC	2017-18	Institute Days, professional collaboration meetings, grade level meetings, School Improvement Days	Scheduled June 2107 training for new materials. Developed K-5 implementation plan, outlining expectation for use of resources. Established professional development calendar and feedback loop to determine needed supplements – <i>In Progress</i>
7. Creation of Assessment Plan	Content area committee, instructional specialists, C & I	2018-20	Outside providers/resources (online platforms, alignment support), committee meetings, professional collaboration/dept. meetings	Common performance tasks for content area

2016-17 Results

Strategic Action Objective: *D90 will continue to engage in professional development and formal collaboration that supports and fully aligned and articulated curriculum specific to CCSS, NGSS, IL Social Studies Standards, and IL SEL Learning Standards, promoting success for all students identified through shared assessments, highly engaging and differentiated instructional practices, and the use of high quality evidence-based resources. The D90 MLT will identify and implement key components 2016-17.*

In each of the respective goal areas within the objective, the District is currently making progress. In area (1), the District has developed a time line for when each content area can expect to engage in a formal curriculum review process. Recognizing that content area needs may change, the document should be viewed as flexible. The document also allows the Curriculum Office to assess organizational capacity related to new and ongoing initiatives on an annual basis. Area (2) clearly outlines the stages of the Curriculum Review Cycle process, articulating specific goals and objects for each year of the six-year review cycle. The Math Leadership Team, area (3), consisted of grade level representatives across all buildings to research best practices instruction, guided by *Principals to Action*, published by the *National Council for the Teachers of Math*. This guided the development of area (4), The D90 Vision for Mathematics Education. This vision of mathematics education was intended to serve as one the drivers for the adoption of new mathematics materials, area (5). The Math Leadership Team, a Math Leadership Team sub-committee, and volunteer classroom teachers conducted a pilot process in Winter/Spring of 2017. The quantitative and qualitative data gathered by the piloting teachers helped inform the final recommendation of *Investigations in Number, Data, and Space 3*, that was shared with the Board of Education in May 2017, and well as area (6) the professional develop plan and the implementation plan for the new materials. Finally, work in area (7) will commence once all implementation feedback has been gathered from the grade levels, which will then be utilized to develop assessment action plans during the 2018-19 school year.

River Forest District 90

Strategic Action Objective Plan Template

Strategic Action Objective: Over the course of the 2016-20 school years, all District 90 faculty and staff will engage in supporting educational outcomes and strategies that increase educational access and academic success for all learners. This goal includes developing and adopting strategies to implement the specific recommendations from the Board of Education Equity Committee.

Oversight Group: <i>IAB and Equity Committee</i>	Relevant Data Sources: <i>Research-based Pedagogy</i>		Anticipated Completion Date: <i>May 2020</i>	
Activities to Implement the Objective:	Person(s) Accountable	Timeline Beg./End	Resources Needed: (Time, Professional Development, Supplies, etc.)	Anticipated Outcome/Measurement
1. Review information from the Equity Committee about specific programming models that support high student engagement (UDL, Problem based Learning, Co- Teaching, etc.)	ADCO/PDC	March 2017	- Professional Collaboration Time - Current student engagement research - Time for classroom & school observations/visits	1. Recommendations for programming models that will increase student engagement - <i>Ongoing</i>
2. Provide continued professional development in programming, equity and anti-bias training for staff and community members, incorporating ongoing evaluation to determine effectiveness	ADCO, selected staff members, independent consultants	May 2017 – May 2020	See above	2. Staff and community members will continue this important work with an understanding of urgency – <i>In Progress</i>
3. Identify and implement curricula while allocating resources for students using an equity lens, monitor ongoing performance of subgroups through student achievement data	ADCO, selected staff members, independent consultants	May 2017- May 2020	See above	3. Curriculum recommendations that will increase engagement and student outcomes for all students – <i>In Progress</i>

River Forest District 90

Strategic Action Objective Plan Template

2016-17 Results

***Strategic Action Objective:** Over the course of the 2016-20 school years, all District 90 faculty and staff will engage in supporting educational outcomes and strategies that increase educational access and academic success for all learners. This goal includes developing and adopting strategies to implement the specific recommendations from the Board of Education Equity Committee.*

Considerations about the manner in which equitable practices should be incorporated into our instructional practices are at the heart of the District's work. All of the activities that are identified to further our equity focus within the areas of curriculum and instruction are essential. However, they represent ongoing efforts that will span multiple years and must be reflected in all of our academic decision-making and curriculum recommendations moving forward. As such, each of the activities identified to implement the strategic action objective have been designated as either "ongoing," or "in process" and will continue to be monitored over time.

River Forest District 90

Strategic Action Objective Plan Template

<p>Strategic Action Objective: During the 2016-17 school year, a committee of District 90 stakeholders will collaborate, analyze and recommend a refined student assessment calendar that ensures that the District’s program of standardized assessments effectively reflects both required accountability elements as well as the essential measurements of student achievement that must inform instruction. This process will engage varied stakeholder groups and be clearly communicated throughout the District 90 community.</p>				
<p>Oversight Group: Ad Hoc Committee</p>		<p>Relevant Data Sources: Current assessment portfolio including classroom assessments, relevant research</p>		<p>Anticipated Completion Date: May 2017</p>
Activities to Implement the Objective:	Person(s) Accountable	Timeline Beg./End	Resources Needed: (Time, Professional Development, Supplies, etc.)	Anticipated Outcome/Measurement
<p>1. Form a committee to set our purpose & rationale:</p> <ul style="list-style-type: none"> • Why are we here? • What are we trying to accomplish? 	Psychologist, Classroom Teacher, Tech Specialist, Administrators, Instructional Specialists	January 2017	A. Professional collaboration time B. Assessment calendar	Established purpose was to review D90 assessment calendar to ensure that testing has clear purpose and application to student learning - <i>Complete</i>
<p>2. Analyze what information is gathered & how it is used</p>		March 2017	C. Assessment research D. Assessment description	Aligned D90 Assessment Calendar to State of Illinois mandates and metrics utilized to support D90 equity goals to determine what is necessary and look for redundancies in testing - <i>Complete</i>
<p>3. Review assessment best practices</p>		April 2017	Read and discussed articles related to student assessment data, its impact on classroom instruction, and student growth - <i>Complete</i>	

River Forest District 90

Strategic Action Objective Plan Template

<p>4. Review assessments currently in place (including assessment schedule) and make recommendations to ADCO for modifications, as needed</p>		<p>May 2017</p>		<p>Determined majority of D90 assessments have clear purpose for student growth and achievement either through State mandate or alignment to D90 goals. Committee recommends further examination of the CogAT and its potential elimination – <i>Complete</i></p>
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2016-17 Results

***Strategic Action Objective:** During the 2016-17 school year, a committee of District 90 stakeholders will collaborate, analyze and recommend a refined student assessment calendar that ensures that the District’s program of standardized assessments effectively reflects both required accountability elements as well as the essential measurements of student achievement that must inform instruction. This process will engage varied stakeholder groups and be clearly communicated throughout the District 90 community.*

In each of the respective goal areas listed above, the District has reached its stated objectives. By establishing the ad-hoc committee, area (1), the committee reviewed the purpose and goals of each assessment listed on the D90 Assessment Calendar. The committee conducted a thorough review of its assessment portfolio, area (2), to determine which assessments were mandated by the State of Illinois (PARCC assessment); were utilized to monitor District equity goals or student growth and achievement (MAP); or served as the Response to Intervention (RtI) universal screener (AimsWeb). Additionally, the committee reviewed the assessment calendars of neighboring districts to examine parity related to the number of assessments administered to students each year. Area (3), compelled the committee to review recent research around testing and the impact it has on classroom instruction and student growth. Finally, for area (4), the committee recommended that while the majority of the D90 assessments are aligned to mandates or District goals and initiatives, the Cognitive Abilities Test (CogAT) merits a closer look regarding its purpose, alignment to goals, and how it is currently utilized for student placement.

Long-Range Goal: **Student Growth** - Progress Reporting Leader(s): Karen Boozell, Alison Hawley, Diane Wood Mid-Year ___ Final X

River Forest District 90
Strategic Action Objective Plan Template

Strategic Action Objective: During the 2016-17 school year, the Superintendent’s Leadership Council (SLC) will research and develop a staged, multi-year plan that will lead to the implementation of a standards-based student progress reporting system (report cards), addressing the progression of learning specific to the CCSS, NGSS, the Illinois Social Studies Standards, and Illinois Social Emotional Learning Standards.				
Oversight Group: Superintendent’s Leadership Council (SLC), content area committees, ADCO		Relevant Data Sources: Current assessment calendar/portfolio, student report cards, State mandated assessments, current use/application of collected data		Anticipated Completion Date: Content areas will be completed as they roll out of the review process. SEL: 2017/18, Writing: 2018, Science (5-8) 2018, Math: 2019, Reading: 2018
Activities to Implement the Objective:	Person(s) Accountable	Timeline Beg./End	Resources Needed: (Time, Professional Development, Supplies, etc.)	Anticipated Outcome/Measurement
1. Review best practices research for standards-based reporting	SLC, PDC	Spring 2017	SLC meetings, best practices articles, video series, consultant, workshops	Current understanding of best practices to inform decision-making and guide process – <i>Complete</i>
2. Create statement of philosophy of assessment and reporting in District 90	SLC	Spring 2017	See above	Vision statement for assessment and reporting – <i>In Progress</i>
3. Review current reporting documents grades K-8	SLC, ADCO, PDC	Spring 2017	See above	Determine gaps between current practice and best practice – <i>In Progress</i>
4. Determine purpose and audience for student report card	SLC, PDC	Summer 2017- Fall 2018	See above	Statement of purpose and audience to be displayed on the front of the report card
5. Establish stakeholder groups to provide feedback about essential reporting elements	ADCO	Fall 2018	See above	Feedback to inform group decision-making

6. Establish and implement communications plan to build staff, parent and community understanding	ADCO, SLC, and Communications Coordinator	Winter 2018	See above	Effectively implemented plan
7. Develop K-8 aligned standards-based report card shell	SLC (formatting, and SEL portion), content area committees	2018-19	See above	Creation of the standards-based report card “shell”
8. Develop report card learning goals for content areas	Content area committees	2018-20	See above	Learning goals portion of the report card specific to the content areas
9. Provide feedback loop to staff (2018) and parents (2019)	District level Communications	2018-20	Range of district communications, focus groups	Feedback for revisions, development of FAQs, parent programming, parent roll out plan
10. Provide professional development (ongoing) for teachers	SLC, content area committees	2018-20	See above	Shared expectations for use
11. Provide parent education (ongoing) related to reporting change	ADCO, key staff	2019-20	District communications, host parent education sessions	Shared expectations for use
12. Fully implement new reporting system	All staff	2020	Supporting resources, as needed	New and improved system of student progress monitoring and reporting

2016-2017 Results

Strategic Action Objective: *During the 2016-17 school year, the Superintendent's Leadership Council (SLC) will research and develop a staged, multi-year plan that will lead to the implementation of a standards-based student progress reporting system (report cards), addressing the progression of learning specific to the CCSS, NGSS, the Illinois Social Studies Standards, and Illinois Social Emotional Learning Standards.*

In each of the respective goal areas identified for 2016-17, the District is currently making progress. Much of the initial work of area (1) will be ongoing as the Superintendent's Leadership Council (SLC) continues to build its best practice knowledge-base related to not only final products and outcomes, but also communication and capacity building. In subsequent years, as the work becomes more nuanced, the SLC will utilize its knowledge of best practices in standards based reporting to refine the District implementation plan. The SLC drafted an initial vision statement, area (2), and will continue its development over the summer. The vision is intended to not only be in support of best practice, but also the District's equity goals. Finally, the area (3) gap analysis of current grading practices versus standards based grading practice was initiated by looking at it from the highest level to determine the span of grading practices Grades K-8. The SLC will continue drill down further into grade level and individual grading practices in order to identify patterns and develop targeted professional development supports as the this initiative moves forward.

Long-Range Goal: **Learning Environment** - Advisory

Leader(s): Garstki, A. Cozzi, K. Martin

Mid-Year ____ Final X

River Forest District 90

Strategic Action Objective Plan Template

Strategic Action Objective:				
Roosevelt Middle School will implement an advisory period in August 2017. Every staff member will be trained to conduct an effective student advisory class, in order to increase the percentage of students feeling they have a trusted adult to talk to at school from a survey baseline of 30%.				
Oversight Group: Advisory Council - Larry Garstki and team of teachers		Relevant Data Sources: Inclusivity Advisory Board Survey 2015		Anticipated Completion Date: August 2017
Activities to Implement the Objective:	Person(s) Accountable	Timeline Beg./End	Resources Needed: (Time, Professional Development, Supplies, etc.)	Anticipated Outcome/Measurement
Formation of Advisory Council	Larry Garstki Mandy Ross	Sept. '16	Professional meeting Time	A decision making committee will be formed - <i>Complete</i>
Create a schedule in the school day that can allow for a student to teacher ratio between 1:12 - 1:15 for the advisory.	Advisory Council	Oct. '16	Meeting Time	A school schedule that can accommodate an advisory period without effecting the teachers contracted time - <i>Complete</i>
Create an advisory curriculum for the program, and other related activities that will potentially take place during advisory.	Sub-Committee from Advisory Council	Oct. '16	Professional journals and books as reference materials.	Advisors will have a curriculum to follow with guidelines and expectations for implementation of the advisory program - <i>Complete</i>

Activities to Implement the Objective:	Person(s) Accountable	Timeline Beg./End	Resources Needed: (Time, Professional Development, Supplies, etc.)	Anticipated Outcome/Measurement
Provide Professional Development for teachers to become good advisors.	Sub-Committee from Advisory Council	Nov '16. - May '17	Consultants, Professional Development workshops for teachers.	Teachers will be prepared and informed on how to conduct a productive advisory - <i>Complete</i>
Develop a communication system to keep teachers involved and up-to-date in the process of development of the advisory and for future evaluation of program elements.	Advisory Council	May '17		A method for acquiring constructive feedback for improvement of the advisory program - <i>Complete</i>

2016-17 Results

Strategic Action Objective: Roosevelt Middle School will implement an advisory period in August 2017. Every staff member will be trained to conduct an effective student advisory class, in order to increase the percentage of students feeling they have a trusted adult to talk to at school from a survey baseline of 30%.

As of May 2017 the Advisory Council has:

1. Created a schedule within the school day to conduct the advisory.
2. Created a handbook that explains the procedures and policies of the advisory.
3. Created an electronic data-base with lesson plans for the teachers of the advisories.
4. Conducted mock advisories to solicit feedback from both teachers and students.
5. Solicited feedback through the use of a survey to students and parents to create baseline data about student/school connectedness.
6. In the developmental stages of creating a “summer-institute” for teachers to receive additional training on facilitating an advisory.

River Forest District 90

Strategic Action Objective Plan Template

Strategic Action Objective: <i>In September 2016, establish a district wide working group consisting of administrators and faculty. This group will make recommendations for purchasing educational equipment and redefining existing space to address students' sensory, emotional and physical needs.</i>				
Oversight Group: <i>Strategic Plan Committee. Garstki, Cozzi, Martin</i>		Relevant Data Sources: <i>Creative Learning Spaces. Innovative School Designs.</i>		Anticipated Completion Date: <i>Summer 2017</i>
Activities to Implement the Objective:	Person(s) Accountable	Timeline Beg./End	Resources Needed: (Time, Professional Development, Supplies, etc.)	Anticipated Outcome/Measurement
1. A committee of teachers and administrators will be organized to make decisions regarding school furniture purchases.	-Cozzi, Garstki, Martin	Sept./ October 2016	1. Professional collaboration time	1. Creative education furniture purchases that allows for more flexible usage in smaller spaces and for student engagement - <i>Complete</i>
2. The committee will review and research innovative school furniture.	-Strategic Plan Committee	Nov./Dec. 2016	2. Furniture consultants from innovative spaces and other furniture companies	2. Consultants/representatives were contacted from several "innovative classroom furniture companies. The group was impressed and approved them as potential vendors in the future - <i>Complete</i>
3. A priority list of spaces will be created that allows for creative solutions to space issues and increased student engagement.	-Cozzi, Garstki, Martin	May 2017	3. Three classrooms were chosen to pilot the innovative furniture in their classrooms.	3. September '16 One classroom at Lincoln School and the MRP was furnished with new modular and flexible furniture - <i>Complete</i>
4. Final purchases of furniture will be made for those spaces most in need of assistance-to-increase-usable-space in the classroom.	-Strategic Plan Committee	Summer 2017	4. Furniture for the "pilot classrooms" will be chosen and new "mobile" SMART Boards are being purchased.	4. Willard and Roosevelt School will have a pilot classroom in the Fall of '17; All of the new SMART (14) boards are mobile (Summer '17); A similar subcommittee on the Technology Committee is working to organize and prioritize similar goals. We continue to communicate with this committee as we move forward - <i>In Progress</i>

2016 - 17 Results:

Strategic Action Objective: *In September 2016, establish a district wide working group consisting of administrators and faculty. This group will make recommendations for purchasing educational equipment and redefining existing space to address students' sensory, emotional and physical needs.*

Vendors for innovative classroom furniture have been approved/decided upon. One classroom with innovative/flexible classroom furniture has been piloting at Lincoln School this year. One classroom at both Roosevelt and Willard will be piloted in the Fall of 2017. All new SMART board purchases will be the mobile variety. Collaboration between a similar sub committee of the "Tech Committee" and the School Environment Strategic Plan Committee have met to organize the priorities for each group to take advantage of greater man-power.

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Strategic Action Objective Plan Template

<p>Strategic Action Objective: Identification of Performance Gaps: During the 2016-2017 school year, a D90 Data Review Committee will be formed to analyze D90 performance data and determine achievement gaps. This information will be shared with building level data teams for the development of a 3-5 year plan(s) incorporating highly engaging/project-based learning experiences to ensure specified students meet the expected growth targets.</p>				
<p>Oversight Group: Grade Level: ADCO, Data Review Committee</p>		<p>Relevant Data Sources: NWEA MAP, PARCC</p>		<p>Anticipated Completion Date: Spring 2018</p>
<p>Activities to Implement the Objective:</p>	<p>Person(s) Accountable</p>	<p>Timeline Beg./End</p>	<p>Resources Needed: (Time, Professional Development, Supplies, etc.)</p>	<p>Anticipated Outcome/Measurement</p>
<p>1. Creation of a District-level Data Analysis Team.</p>	<p>ADCO</p>	<p>Jan. 2017</p>	<p>ADCO Conversation</p>	<p>Creation of a Data Review Committee - <i>Completed</i></p>
<p>2. Identify protocols and process for reviewing data and identifying performance achievement gaps.</p>	<p>Data Review Committee</p>	<p>June - July 2017</p>	<p>Collaboration Time, Access to a variety of Data Analysis protocols and resources</p>	<p>Systematic tool that is utilized to examine data in D90.</p>
<p>3. Review existing data to identify District level achievement gaps.</p>	<p>Data Review Committee</p>	<p>Fall 2017</p>	<p>Access to PARCC, MAP and other relevant student data</p>	<p>Identified D90 Achievement Gaps</p>
<p>4. Share identified protocols and achievement data with Principals and Building Leadership teams for the development of 3-5 year plan(s) incorporating highly</p>	<p>Principals, BLT, MLT, Literacy Committee, PDC</p>	<p>Spring 2018</p>	<p>Data Protocols, Collaboration time, Performance Data</p>	<p>Awareness of achievement gaps and development of building/grade level plans to meet student growth targets.</p>

River Forest District 90

Strategic Action Objective Plan Template

<p>engaging/project-based learning experiences to ensure specified students meet the expected growth targets.</p> <p>5. Create differentiated highly engaging/project-based learning experiences to ensure specified students meet the expected growth targets</p>	<p>Grade Level teams/ Departments/ Principals</p>	<p>Fall 2018</p>	<p>Collaboration Time, Resources, Standards,</p>	<p>Differentiated highly engaging/project-based learning experiences</p>
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2016-17 Results

Strategic Action Objective: *During the 2016-2017 school year, a D90 Data Review Committee will be formed to analyze D90 performance data and determine achievement gaps. This information will be shared with building level data teams for the development of a 3-5 year plan(s) incorporating highly engaging/project-based learning experiences to ensure specified students meet the expected growth targets.*

By June 2017, the D90 Data Review Committee membership had been identified and tentative plans made to convene early this summer for the purpose of identifying data collection protocols and accountability metrics. The Committee plans to launch the data instrument this fall, and will be collecting and monitoring student achievement data over the course of the upcoming school year so that the disaggregated data can be analyzed.

River Forest District 90

Strategic Action Objective Plan Template

<p>Strategic Action Objective: During the 2018-19 school year, all D90 staff will have access (paper or digital) to a thematic unit that is grade appropriate to his/her classroom planning. The thematic unit can be taught by another teacher within the district, or outside the district, or the thematic unit could have been researched from an educationally reputable website.</p>				
<p>Oversight Group: ADCO, Grade Level Teams, Department Teams</p>		<p>Relevant Data Sources: Illinois Learning Standards, NGSS, Instructional Resources</p>		<p>Anticipated Completion Date: May, 2019</p>
Activities to Implement the Objective:	Person(s) Accountable	Timeline Beg./End	Resources Needed: (Time, Professional Development, Supplies, etc.)	Anticipated Outcome/Measurement
1. Grade level/department teams meet to determine best unit for collaborative development	- Grade Level Leaders	Fall 2018	1. Professional collaboration time	1. Completed collaborative thematic unit for each grade level/department
2. Team members divide responsibility for development of respective components of unit (instructional lessons, formative and summative assessments, project and activity materials, ancillary resources, etc.)	- Department Chairs - Classroom teachers - Principals, Director of C&I	Sep. 2018	2. Access to instructional resources, standards, sites	
3. Team members complete requisite elements and compile final product		Oct. 2018– Mar. 2019		
4. Building principal or Director of Curriculum and Instruction provide consultation/assistance, as needed		Oct. 2018– Mar. 2019		
5. Completed instructional materials shared among teachers for classroom use		Apr. 2019		

River Forest District 90

Strategic Action Objective Plan Template

2016-17 Results

Strategic Action Objective: *During the 2018-19 school year, all D90 staff will have access (paper or digital) to a thematic unit that is grade appropriate to his/her classroom planning. The thematic unit can be taught by another teacher within the district, or outside the district, or the thematic unit could have been researched from an educationally reputable website.*

As reflected in the plan above, this action objective will be embarked upon in the 2017-18 school year. No steps were taken to pursue this action objective during the 2016-17 school year.

Strategic Action Objective Plan Template (Family and Community Partnership)

<p>Strategic Action Objective: During the 2016-17 school year, information about the Inclusiveness Advisory Board's (IAB) activities and progress will be regularly disseminated through the District's normal communications channels. By the end of the 2016-17 school year, the District's students and families, faculty and staff, and other key members of the community will have received a minimum of three communications that support and inform the District 90 community about the IAB's efforts to improve the equity and inclusiveness of all stakeholders.</p>				
<p>Oversight Group: BOE Communications Committee</p>		<p>Relevant Data Sources: Relevant information from Inclusiveness Advisory Board</p>		<p>Anticipated Completion Date: May/June 2017</p>
Activities to Implement the Objective:	Person(s) Accountable	Timeline Beg./End	Resources Needed: (Time, Professional Development, Supplies, etc.)	Anticipated Outcome/Measurement
1. Attend all IAB regularly scheduled meetings, starting in September 2016	D90 Communications Coordinator	1. Sept. 2016 (ongoing)	Calendar of IAB meetings	Using normal District communications channels, three communications to District families, faculty & staff, and community will be completed by the end of the 2016-17 school year. <i>(Completed)</i>
2. Maintain ongoing contact with Superintendent and IAB chair.	D90 Communications Coordinator	2. Bi-monthly during 2016-17 School Year	Contact information for IAB chair and other key individuals	
3. Attend any special meeting or events that are sponsored or endorsed by the IAB.	D90 Communications Coordinator	3. As scheduled		
4. Determine the appropriate communication channels to distribute IAB information.	Board Comm. Chair, Supt., Communications Coordinator	4. Dec. 2017		

Strategic Action Objective Plan Template (Family and Community Partnership)

2016-17 Results

Strategic Action Objective: *During the 2016-17 school year, information about the Inclusiveness Advisory Board's (IAB) activities and progress will be regularly disseminated through the District's normal communications channels. By the end of the 2016-17 school year, the District's students and families, faculty and staff, and other key members of the community will have received a minimum of three communications that support and inform the District 90 community about the IAB's efforts to improve the equity and inclusiveness of all stakeholders.*

By May 2017, the Family and Community Partnership Action Objective Team had disseminated more than three communications that "support and inform the District 90 community about the IAB's efforts ..." These communication efforts included

- ✓ IAB Survey (Development and administration of survey)
- ✓ March Primer (IAB Survey)
- ✓ November Primer (IAB Volunteers)
- ✓ Nov/Dec Postcard (IAB Volunteers – 2 new volunteers)
- ✓ IAB Equity Website Updated
- ✓ Tri-District Town Hall Forum Communications Support including
 - Press Release
 - Media Advisory (reporter invitation)
 - Wednesday Journal Coming Events

The Strategic Action Objective for IAB Communications has been achieved.

River Forest District 90

**Strategic Action Objective Plan Template
(Family and Community Partnership)**

Strategic Action Objective: During the 2016-17 school year, the creation of a user-friendly communications vehicle and/or scorecard will be researched, developed, and prepared for launch in order to inform the District 90 community on the progress and implementation of the Strategic Plan.

Oversight Group: BOE Communications Committee

Relevant Data Sources: INSPRA, local colleges/universities, and major not-for-profits in the greater Chicagoland area;

Anticipated Completion Date: June 2017

Activities to Implement the Objective:	Person(s) Accountable	Timeline Beg./End	Resources Needed: (Time, Professional Development, Supplies, etc.)	Anticipated Outcome/Measurement
1. Develop list of contacts from local colleges/universities, major not-for-profits, and other school districts for best practices information on scorecards/reports.	Communications Coordinator	Sept./Oct. 2016	Research materials, such as books, articles, and samples of progress reports/scorecards;	By the end of the 2016-17 school year, the Family and Community Partnership Team will create a user-friendly progress report/scorecard and schedule a launch date for the delivery of Strategic Plan progress reports and updates. <i>(Completed)</i>
2. Reach out to the list of contacts and INSPRA members for information on progress reports/score card examples.	Communications Coordinator	Sept./Oct. 2016		
3. Develop 2-3 prototypes of progress reports/scorecards for review by the Action Objective Team.	Comm. Coord. and the Action Objective Team	Jan./Feb. 2017		
4. Draft a communications and launch plan to inform key stakeholders about the progress of the Strategic Plan.	Communications Coordinator	Apr./May 2017		

River Forest District 90

Strategic Action Objective Plan Template (Family and Community Partnership)

2016-17 Results

***Strategic Action Objective:** During the 2016-17 school year, the creation of a user-friendly communications vehicle and/or scorecard will be researched, developed, and prepared for launch in order to inform the District 90 community on the progress and implementation of the Strategic Plan.*

By May 2017, the Family and Community Partnership Action Objective Team had created a reader-friendly scorecard to inform the District 90 community about the progress and implementation of the current Strategic Plan's 2016-17 Action Objectives. A communications plan has also been created. In order to reach the largest amount of the targeted audiences, initial implementation is to begin in the late summer/fall of 2017.

The Strategic Action Objective for Strategic Plan Reporting has been achieved.

River Forest District 90
Strategic Action Objective Plan Template

Strategic Action Objective: Prior to completion of the annual resident-friendly financial reporting instrument and the long-range financial plan, which are presented to the Board each November, a committee will be formed to review significant financial assumptions and assess if District resources are aligned to District goals.				
Oversight Group: Anthony Cozzi		Relevant Data Sources: Comprehensive Annual Financial Report (CAFR), Annual Budget, IIRC, Bureau of Labor and Statistics.		Anticipated Completion Date: Annually each November
Activities to Implement the Objective:	Person(s) Accountable	Timeline Beg./End	Resources Needed: (Time, Professional Development, Supplies, etc.)	Anticipated Outcome/Measurement
1. Creation of a committee to review assumptions and alignment to goals	-Cozzi, Roman, Barkidjija	Annually each spring	Collaboration time	1. The creation of a committee including one administrator, one teacher and one parent held meetings to discuss - <i>Complete</i>
2. Complete resident-friendly financial reporting instrument and long-range financial plan	-Cozzi	Annually each fall	Completion time	2. The completion of instrument and plan - <i>Complete</i>

2016-17 Results

Strategic Action Objective: Prior to completion of the annual resident-friendly financial reporting instrument and the long-range financial plan, which are presented to the Board each November, a committee will be formed to review significant financial assumptions and assess if District resources are aligned to District goals.

The Committee met and considered reducing presentation years from 10 to 5, due to a lack of change. The group also considered adding reasons for the use of ECI, adding portions of definitions to the pie chart on page three for ease of interpretation, and highlighting the instructional areas on the chart. Finally, the Committee considered including additional explanations on pages four and five to provide additional clarification. In the end, all of the changes were incorporated and the updates will be a part of the forthcoming reporting instrument.

River Forest District 90

Strategic Action Objective Plan Template

<p>Strategic Action Objective: Implement those initiatives and activities, recommended by the administration and approved by the Equity Committee, Inclusiveness Advisory Board (IAB), and Board of Education, that reflect the D90 Vision for Equity: “In order to ensure that every student feels empowered to achieve to his or her full potential, we commit to provide equitable opportunities for all learners, grow an inclusive school community, and demonstrate value for diversity.”</p>				
<p>Oversight Groups: Equity Committee, IAB, ADCO, Board of Education</p>		<p>Relevant Data Sources: Student achievement data, Inclusiveness Advisory Board perception surveys, Education for the Future (EFF) survey, Illinois Youth Survey (IYS)</p>		<p>Anticipated Completion Date: June 30, 2020 (annual reevaluation date will inform necessary adjustments and modifications to initiatives, training, and programming)</p>
Activities to Implement the Objective:	Person(s) Accountable	Timeline Beg./End	Resources Needed: (Time, Professional Development, Supplies, etc.)	Anticipated Outcome/Measurement
1. Investigate and pursue the implementation of instructional models and strategies that have predictive success for narrowing the opportunity gap, including (but not limited to) Universal Design for Learning (UDL), project/problem-based learning, and co-teaching. (EC)	ADCO, Faculty and Staff	Jan. '17 – June '18	Time; Access to research materials, professional journals, and literature	Multi-year implementation plan reflecting both initial and intermediary targets – <i>In Progress</i>
2. Implement professional development activities and experiences focused on identifying implicit bias and improving cultural sensitivity across all employee groups. (EC)	ADCO, Faculty and Staff	Jan. '17 – July '19	Ongoing relationship with consulting equity partner (currently National Equity Project)	Completed series of training/professional development events for faculty, staff, and administration – <i>In Progress</i>
3. Research, develop, and implement an explicit plan aimed at broadening recruiting practices intended to solicit an increased number of diverse candidates for employment in District 90. (EC)	Condon, HR Specialist, Principals	March '17 – Feb. '18	Time; Partnership with experienced recruiting/hiring consultant; Refined policies, practices and procedures	Aligned policies outlining Board and District HR expectations; Refined recruiting/hiring practices and procedures enacted with uniformity – <i>In Progress</i>

River Forest District 90

Strategic Action Objective Plan Template

<p>4. Focus on strategies to support the development and maintenance of friendships and relationships throughout the D90 learning community. (IAB)</p>	<p>Faculty and Staff, Principals, PTO, ADCO, IAB</p>	<p>Jan. '17 - Ongoing</p>	<p>Student, parent, and staff perception survey data; Access to information about “best practices” in improving school climate</p>	<p>Student, parent, and staff perception survey data indicating ongoing improvement over time; Anecdotal feedback culled from stakeholders – <i>In Progress</i></p>
<p>5. Identify and implement strategies to increase inclusiveness for families and caregivers in programming and other initiatives. (IAB)</p>	<p>Faculty and Staff, Principals, PTO, ADCO, IAB</p>	<p>Jan. '17 - Ongoing</p>	<p>Student, parent, and staff perception survey data; Access to information about “best practices” in improving school-home relations and parent engagement</p>	<p>Student, parent and staff perception survey data indicating continued improvement over time; Anecdotal feedback culled from stakeholders – <i>In Progress</i></p>

2016-17 Results

Strategic Action Objective: Implement those initiatives and activities, recommended by the administration and approved by the Equity Committee, Inclusiveness Advisory Board (IAB), and Board of Education, that reflect the D90 Vision for Equity: ***“In order to ensure that every student feels empowered to achieve to his or her full potential, we commit to provide equitable opportunities for all learners, grow an inclusive school community, and demonstrate value for diversity.”***

In each of the respective goal areas within this objective, the District is currently making progress. In area (1), the administrative team has already conducted the initial review, and has formally established the Professional Development Council (PDC) as the entity that will be leading implementation of UDL and co-teaching over the next 24 months. Similarly, significant professional development was provided for staff this year to address area (2), but the training will also be ongoing in the coming year – thanks to a continuing partnership with the National Equity Project. With the help of the Alma Advisory Group, the District will be ready to consider the necessary changes to our recruiting and hiring practices outlined in area (3) this fall. Finally, work in areas (4) and (5) has been unfolding gradually through the evolving efforts of the Inclusiveness Advisory Board, the school PTO’s, the administrative team, and key teacher and staff leaders. A presentation will be made to the Board of Education later this summer emphasizing areas of growth and concern in the recent IAB surveys.