



ak Park Elementary School District 97

970 Madison ▪ Oak Park ▪ Illinois ▪ 60302 ▪ ph: 708.524.3000 ▪ fax: 708.524.3019 ▪ www.op97.org

TO: Members, Board of Education
FROM: Dr. Carol Kelley, Superintendent
SUBJECT: Superintendent Report
DATE: December 20, 2016

The purpose of the attached report is to update the Board of Education and community on the status of the superintendent's goals.

12.20.16 Update on Superintendent's SY17 Goals & Action Plan:

Big Rock #1: Educate the whole child by ensuring all systems, structures and processes within District 97 reflect an understanding of what it means to support the successful development of each and every student.			
Domain 1 Culture (c)		MSPR Standards	
Domain 2 Capacity Building (a)		Domain 3 Capacity Building (b)	Domain 5 Sustainability (a)
Timing	Goal/Actions	Measurable Outcomes	Progress Update
August - May 2017	Share "working draft definitions" of four key terms with stakeholders	<ul style="list-style-type: none"> ✓ Define Key Terms in Vision [August 2015] ✓ Schedule meeting to look at input from staff [September 2015] <input type="checkbox"/> Solicit feedback from stakeholders to tune working draft definitions [October-November] <input type="checkbox"/> Share live, updated document every couple of months [December 2015 - May 2016] 	<p>Draft key terms developed during August retreat with the National Equity Project were shared with staff in September for refinement.</p> <p>We are planning to use these definitions during the course of the year to help develop our strategies and actions. Community members will be able to share suggestions for our consideration. (Cab-VAAT has final responsibility for the final refinement of the definitions of the key terms.)</p>
October 2016 - December 2016	Share working draft metrics with Board and community	<ul style="list-style-type: none"> ✓ Identify key metrics ✓ Solicit feedback from Superintendent Advisory Panel ✓ Present to Board and Community <input type="checkbox"/> Solicit feedback from staff & community 	<p>I conducted several meetings this week with community members to build awareness of Vision97 ALL efforts (work, challenges, progress made).</p>
October 2016 – June 2017	Create coherence and focus around district's vision via department and school goals.	<ul style="list-style-type: none"> ✓ Align department goals to district vision [see SY17 Goals] ✓ Align school goals to district vision (see SIT Charters) <input type="checkbox"/> Visit schools to help leaders understand and operationalize vision <input type="checkbox"/> Manage feedback cycle for department and school action plans 	<p>Our new Chief Academic & Accountability Officer (CAAO), Dr. Amy Warke, is worked alongside each school leader to support the development of a SIT plan for every building. To date, each school has an improvement plan which details group norms and the teams' commitment to the district vision.</p> <p>Additionally, each building created a school improvement plan using the Pareto principle, focusing on the fewest things that will make the biggest impact on student learning in the areas of reading, math and positive learning environment.</p>
October 2016 – May	Develop key messages and a clear plan for two-way communications about	<ul style="list-style-type: none"> ✓ Establish superintendent corner on website <input type="checkbox"/> Update format of district news updates into short, 'news-y' way for district 	<p>At the time of submission, we have not yet created our Vision 97 webpage, which will feature an interactive dashboard with links to documents that</p>

2017	vision plan and district's efforts.	<p>to tell its stories (version for staff, version for parents/community)</p> <ul style="list-style-type: none"> <input type="checkbox"/> Hosts community conversations for students, staff, and community to capture input during implementation of vision plan <input type="checkbox"/> Solicit feedback from Superintendent Advisory Panel 	<p>will enable the community to see examples of the vision elements.</p> <p>However, based upon feedback from Cab-VAAT, we are planning to set something simple for now with the documents that will enable the community to learn about our vision plan, efforts, and progress. As well, we have formed a sub-committee to work on the dashboard.</p> <p>Our next step on communications is producing insert information for the January OP/FYI newsletter.</p> <p>We are continuing to discuss various vehicles to capture student voices, including co-sponsoring an event with CLAIM to “launch” our information about our vision and kick-off a training opportunity for students (activating their voices).</p>
December 2016 - January 2018	Facilitate targeted universalism process to review key systems, structures and processes based upon <i>opportunities for students and opportunity systems. (e.g., What are the systems, structures and processes that manage opportunities?)</i>	<ul style="list-style-type: none"> ✓ Host a series of community conversations, sharing the universal goals. <input type="checkbox"/> Select 3-5 district metrics to examine (think about opportunities for students and opportunity systems). <input type="checkbox"/> In community conversations, set a goal for 2018 for the percentage of students in any group (race, gender, income, etc...) that will attain this goal and how you will measure it (using existing or new measures) <input type="checkbox"/> Review the disaggregated data of the level of attainment of the goal for each group in the district Board and Superintendent's Advisory Panel <input type="checkbox"/> Work with Carrie, April, and Emily to engage in reflection/investigation about which opportunity structures are responsible for the gap in attainment for each group. Different opportunity structures will be important to different groups. These conversations will take place with the specific group (homogenous). <input type="checkbox"/> Work with Carrie and April to design targeted strategies to close the opportunity gap for specific groups (assisted by Cab-Vaat and others). <input type="checkbox"/> With help from Cab-Vaat and Superintendent Advisory Panel, prioritize what systems, structures, and processes we want to align to vision and sort in priority order. <i>(Start list with high leverage opportunities, where people will notice.)</i> <input type="checkbox"/> Identify short-term priorities to address (January 2017-May 2017) <input type="checkbox"/> Identify long-term priorities to research how to address (2017) <input type="checkbox"/> Make recommendations to BOE on long term issues (January 2018) 	<p>I conducted a series of conversations, sharing the universal goals with the following groups:</p> <ul style="list-style-type: none"> • Education Council (12/5) • Superintendent's Advisory Panel (12/13) • Community Leaders (12/14) <p>The meetings allowed me to solicit recommendations for ongoing communications with the community about our universal goals, our work, and progress.</p> <p>On December 16th, National Equity Project facilitated a “train the trainer” session with administrators to identify the opportunities structures contributing or hindering students’ attainment of one of our goals. The purpose of this training is to help our leaders facilitate these conversations with their staff in January.</p> <p>After winter recess, we will begin to review our disaggregated data to engage in situated conversations to develop targeted actions for these opportunity structures.</p>

Big Rock #2: Establish a comprehensive system of support for District 97 staff.

MSPR Standards					
Domain 1 Culture (c)		Domain 2 Capacity Building (a)	Domain 3 Capacity Building (b)	Domain 5 Sustainability (a)	
Timing	Goals	Actions		Progress Update	
December 2016	Publish executive summary of Organizational Audit designed to help central office leaders improve support for instructional leadership	<ul style="list-style-type: none"> ✓ Submit executive summary BOE (12/6 informational) <input type="checkbox"/> Submit “ Phase II - Central Office Transformation” to BOE (12/20 meeting packet) 		<p>The executive summary of the final organizational audit report is included on the 12/20 agenda.</p> <p>Phase II – Central Office reorganization recommendation will be submitted after winter break.</p>	
December 2016 – May 2017	Begin transformation of central office (to help central office leaders improve support for instructional leadership)	<ul style="list-style-type: none"> <input type="checkbox"/> Agendas for Super Cabinet meetings include departmental reports on progress on priorities and KPI’s <input type="checkbox"/> Transformation Champions provide in-depth reports on transformation (April - May 2017) 		<p>Each department provided a copy of their progress status during the December 12th Cabinet meeting.</p>	
December 2016 - January 2017	Conduct Back Office Survey	<ul style="list-style-type: none"> ✓ Request Data Analyst to conduct 2nd annual “back office” survey to assess operational needs <input type="checkbox"/> Results from Back Office Survey published to administration 		<p>The 2nd annual “back office” survey was distributed to the administrative assistants and administrators on December 12th. The deadline for this staff to submit a response is by Friday, December 23rd.</p>	
December 2016 - April 2017	Conduct external audit that covers how initiatives the district has in place for teacher/staff support are working, as well as the identification of the gaps between what the district is currently doing and the needs to still be addressed.	<ul style="list-style-type: none"> <input type="checkbox"/> Request BOE approval of external audit of initiatives (staff implementation and perceptions) <input type="checkbox"/> Advertise RFP and select vendor <input type="checkbox"/> Vendor conducts audit and presents findings and recommendations <input type="checkbox"/> Based upon assets-reality gaps in teacher/staff support, work with HR & Business departments to determine changes needed 		<p>I have decided to conduct the audit internally. Administrators were “trained” on December 14th to identify the opportunity structures and supporting conditions needed to exist for us to move from strategy to action. We are planning to conduct these sessions during our upcoming Institute Day in January.</p>	
April – May 2017	Host Super Cabinet Retreat (Off Campus) to plan for SY18	<ul style="list-style-type: none"> <input type="checkbox"/> Map out workflows, competencies and responsibilities charts, answering these questions: <ul style="list-style-type: none"> <input type="checkbox"/> <i>What jobs/roles need to be done to respond to student needs? e.g. Increase in achievement gap between subgroups calls for dramatic interventions and actions and commitment to the successful implementation of the core curriculum</i> 		n/a	

		<ul style="list-style-type: none"> <input type="checkbox"/> <i>What competencies do we need for the future?</i> <input type="checkbox"/> <i>What data are we using to validate and substantiate those jobs</i> <input type="checkbox"/> <i>How do we strive for accomplishment vs. compliance?</i> <input type="checkbox"/> <i>How are we currently responding to the most critical areas of improvement?</i> <input type="checkbox"/> <i>Do we have the right talent now, in place, on board?</i> <input type="checkbox"/> <i>What organizational capacities need to be built or acquired in order to successfully deliver on the district's mission and the Superintendent's goals?</i> <input type="checkbox"/> Develop SY18 performance objectives for central office staff and principals based on reflections and SY17 Action Plans, KPIs, TOAs 	
July 2017 – August 2017	Official launch of Central Office Transformation (help central office leaders improve support for instructional leadership)	<ul style="list-style-type: none"> <input type="checkbox"/> Transformation dashboard formalized <input type="checkbox"/> Develop Action Plans for each department member FY18 Action Plans with SMART goals and KPIs that are tied to TOAs <input type="checkbox"/> SY18 Action Plans approved by BOE 	n/a