



River Forest
Public Schools

Strategic Action Objective Plan Templates

June 2018

River Forest District 90

**Strategic Action Objective Plan Template
(Student Growth & Achievement)**

Strategic Action Objective: 2016-20 – D90 will continue to engage in professional development and formal collaboration that supports fully aligned and articulated curriculum specific to CCSS, NGSS, IL Social Studies Standards, and IL SEL Learning Standards, promoting success for all students as identified through shared assessments, highly engaging and differentiated instructional practices, and the use of high-quality, evidence-based resources. The D90 Literacy Committee will identify and implement key components in 2017-18.				
Oversight Group: PDC and relevant Curriculum Committees		Relevant Data Sources: Faculty surveys, education research, and best practices instruction.		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. Form K-8 Literacy Committee	C & I	2017-18	None	Establish Literacy Committee, consisting of K-8 representatives across buildings and grade levels. – <i>Completed</i>
2. Draft D90 Balanced Literacy Vision Statement	C & I	2017-2018	None	Draft of D90 Balanced Literacy Vision Statement. – <i>Completed</i>
3. Review of available resources aligned to standards (pilot if appropriate)	Literacy Committee	2017-18	Committee meetings, support from consultant, best practices resources	Review of classroom library resources and instructional materials for reading. – <i>Completed</i>

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<p>4. Provide professional development plan for implementation support</p>	<p>C & I, Literacy Committee, consultant</p>	<p>2018-19</p>	<p>Institute Days, professional collaboration meetings, grade level meetings, School Improvement Days</p>	<p>Develop implementation plan, outlining expectation for use of any new resources. Create professional development plan to support any newly adopted resources. – <i>Completed</i></p>
<p>5. Creation of Curriculum Framework</p>	<p>Literacy Committee, instructional specialists, C & I</p>	<p>2018-20</p>	<p>Outside providers/resources (online platforms, alignment support), committee meetings, professional collaboration/dept. meetings</p>	<p>K-8 curriculum frameworks aligned to the Illinois Learning Standards for English language arts. – <i>Ongoing</i></p>

River Forest District 90

**Strategic Action Objective Plan Template
(Student Growth & Achievement)**

<i>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.</i>				
Oversight Group: <i>IAB and Equity Committee</i>		Relevant Data Sources: <i>Research-based Pedagogy</i>		Anticipated Completion Date: May 2020
Activities to Implement the Objective:	Person(s) Accountable	Timeline Beg./End	Resources Needed: (Time, Professional Development, Supplies, etc.)	Anticipated Outcome/Measurement
1. Establish Universal Design for Learning Committee (formerly the PDC)	C & I	2017-2019	Resources that outline UDL research and best practices for implementation	Formation of UDL committee in 2017-18 to conduct research and develop multi-year plan. – <i>Completed</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	Institute Days, professional collaboration time, UDL Committee, consultants	Engage in One District One Book with Carol Dweck’s <i>Mindset</i> . Continue collaboration with National Equity Project. – <i>Completed</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	Provide instructional materials with multiple access points and high-ceiling learning tasks. Provide resources that incorporate multiple perspectives. Support the range of reading interests and levels. – <i>Ongoing</i>

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Strategic Action Objective: During the 2017-18 school year, the Superintendent’s Leadership Council (SLC) will research and develop a communications plan that will provide guidance for engaging all stakeholders to building capacity around understanding of standards-based student progress reporting (report cards).				
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.
Activities to Implement the Objective:	Person(s) Accountable	Timeline Beg./End	Resources Needed: (Time, Professional Development, Supplies, etc.)	Anticipated Outcome/Measurement
1. Finalize statement of philosophy of assessment and reporting in District 90	SLC	Fall 2017	SLC meetings	Vision statement for assessment – <i>Completed</i>
2. Establish and implement communications plan to build staff, parent and community understanding	SLC, ADCO	2017-18	See above	Effectively implemented plan – <i>In Process/Ongoing</i>
3. Create a professional development plan to build capacity with teachers and administrators	SLC, ADCO	2017-2018	SLC meetings, ADCO, consultant	Effectively implemented plan – <i>Completed</i>
4. Develop FAQ document for key stakeholder groups	SLC, ADCO, Communications Coordinator	Spring 2018	See above	Feedback for revisions, development of FAQs, parent programming, parent roll out plan – <i>Completed</i>

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5. Educate BOE, parents, and students about best practices and grading issues	ADCO, SLC, and Communications Coordinator	Winter 2018	See above	Shared expectations for use – <i>Forthcoming/Multi-Year Effort</i>
6. Begin review of report card formats	SLC (formatting, and SEL portion), content area committees	2018-19	See above	Shared expectations for use – <i>Forthcoming/Multi-Year Effort</i>
7. Develop report card learning goals for content areas	Content area committees	2018-20	See above	Shared expectations for use – <i>Forthcoming/Multi-Year Effort</i>
8. 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 – <i>Forthcoming/Multi-Year Effort</i>
9. Provide professional development (ongoing) for teachers	SLC, content area committees	2018-20	See above	Shared expectations for use – <i>Forthcoming/Multi-Year Effort</i>
10. Provide parent education (ongoing) related to reporting change	ADCO, key staff	2019-20	District communications, host parent education sessions	Shared expectations for use – <i>Forthcoming/Multi-Year Effort</i>
11. Fully implement new reporting system	All staff	2020	Supporting resources, as needed	New and improved system of student progress monitoring and reporting – <i>Forthcoming/Multi-Year Effort</i>

River Forest District 90
Strategic Action Objective Plan Template
(Learning Environment)

Strategic Action Objective: Based upon the district-wide recommendations of the working group consisting of administrators and faculty from 2016, the Ad Hoc Flex Space Committee will develop a plan for future furniture/equipment purchases.				
Oversight Group: Ad Hoc Flex Space Committee		Relevant Data Sources: Creative Learning Spaces, Innovative School Designs.		Anticipated Completion Date: May 2018
Activities to Implement the Objective:	Person(s) Accountable	Timeline Beg./End	Resources Needed: (Time, Professional Development, Supplies, etc.)	Anticipated Outcome/Measurement
1. Members of the Ad Hoc Committee will review the recommendations from the working group	-Cozzi, Garstki, Martin	Fall, 2017	1. Professional collaboration time	Recommendations reviewed – <i>Completed</i>
2. A priority list of spaces will be created where creative solutions to space issues and increased student engagement will be implemented.	-Ad Hoc Flex Committee	Winter, 2017-18	2. Furniture consultants from innovative spaces and other furniture companies	Priority spaces identified – <i>Completed</i> (Additional classrooms at Roosevelt, Lincoln & Willard identified)
3. Final purchases of furniture/equipment will be made for those spaces most in need of assistance to increase usable space and flexible configurations in the classrooms	-Cozzi, Garstki, Martin	Winter, 2017-18	3. Time, Financial resources	Purchases finalized – <i>Completed</i> (Additional furniture has been purchased as part of the existing pilot-rooms)
4. Installation of new furniture and design elements coordinated in advance of 2018-19 school year	-Cozzi, Martin	Spring-Summer, 2018	4. Time, Financial resources	Furniture and design elements installed on time – <i>In Process (Completion expected by start of 2018-19 school year)</i>

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Strategic Action Objective Plan Template
(Learning Environment)

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		Oversight Group: Advisory Council - Larry Garstki and team of teachers		Oversight Group: Advisory Council - Larry Garstki and team of teachers
Activities to Implement the Objective:	Person(s) Accountable	Timeline Beg./End	Resources Needed: (Time, Professional Development, Supplies, etc.)	Anticipated Outcome/Measurement
1 Continue to provide Professional Development for teachers to become good advisors.	Sub-Committee from Advisory Council	Aug. '17. - May '18 (ongoing)	Consultants, Professional Development workshops for teachers	Teachers will be prepared and informed on how to conduct a productive advisory – <i>Completed</i>
2 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 '18	Time	A method for acquiring constructive feedback for improvement of the advisory program – <i>Completed</i>
3. Evaluate the program with feedback from students and staff	Advisory Council	May '18	Time, Evaluation materials	Evaluation feedback/data – <i>Completed</i>

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Strategic Action Objective Plan Template (High Quality Workforce)

Strategic Action Objective: Identification of Performance Gaps: <i>During the 2017-2018 school year, develop and implement a “performance matrix” to identify and monitor student achievement gaps over time, using the data to establish multi-year action plans addressing inequities.</i>				
Oversight Group: Grade Level: ADCO, Data Review Committee, Equity Committee		Relevant Data Sources: NWEA MAP, PARCC, EFF, Attendance, RMS Detention Data		Anticipated Completion Date: Fall 2018
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 District-level Data Analysis Team.	ADCO	Jan. 2017	ADCO Conversation	Creation of a Data Review Committee – <i>Completed</i>
2. Identify protocols and process for reviewing data and identifying performance achievement gaps.	Data Review Committee	Jan. 2018	Collaboration Time, Access to a variety of Data Analysis protocols and resources	Systematic tool (performance matrix) that is utilized to examine data in D90 – <i>Completed</i>
3. Review existing data in performance matrix to identify District level achievement gaps.	Data Review Committee	Feb. 2018	Access to PARCC, MAP and other relevant student data	Identified D90 achievement gaps – <i>Completed for 2016-17 (2017-18 data not yet released)</i>

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**Strategic Action Objective Plan Template
(High Quality Workforce)**

<p>4. Share identified performance matrix with Principals and Building Leadership teams for the development of multi-year action plan(s) incorporating project-based learning to ensure specified students meet the expected growth targets.</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 <i>– Plans will be forthcoming for 2018-19 school year</i></p>
<p>5. Create differentiated project-based action plans learning 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 <i>– Forthcoming, through launch of formal Universal Design professional development and supports</i></p>

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**Strategic Action Objective Plan Template
(High Quality Workforce)**

Strategic Action Objective: <i>Implement recommendations presented by Alma Advisory Group. Develop a more active role for HR in the recruiting and hiring process to broaden recruiting practices to solicit an increased number of diverse candidates for employment in District 90.</i>				
Oversight Group: <i>Superintendent, HR Specialist, ADCO</i>		Relevant Data Sources: <i>Alma Advisory Group evaluation report, Human Resources "best practices"</i>		Anticipated Completion Date: <i>July 2018</i>
Activities to Implement the Objective:	Person(s) Accountable	Timeline Beg./End	Resources Needed: (Time, Professional Development, Supplies, etc.)	Anticipated Outcome/Measurement
1. Expand job-posting avenues with broad range of colleges/universities, newspapers, websites, etc. to attract a high-quality pool of diverse candidates	HR Specialist	Oct. 2017 – Jan. 2018	Research on the most beneficial candidate sources	Increased number of qualified, diverse applicants – <i>Goal not accomplished, cannot be verified</i>
2. Develop effective partnerships with established university programs that will allow D90 to visit campus and participate in job/recruiting fairs	HR Specialist	Nov. 2017 – Mar. 2018	Time; research about school demographics, pathways to establish university contacts	Successful participation in applicable job fairs/recruiting events – <i>Completed</i>
3. Establish a competency-based screening and hiring process	Superintendent, HR Specialist, Principals	Nov. 2017 – Mar. 2018	Time to collaborate; research about effective competency-based hiring approaches	Appropriate competency-based screening process identified – <i>Completed (Humanex Ventures)</i>
4. Implement a competency-based screening and hiring process	Superintendent, HR Specialist, Principals	Mar. 2018 – July 2018	Time; effective competency-based interviewing and hiring tools	Process implemented in an efficient and effective manner – <i>Forthcoming (Humanex training/implementation scheduled for fall 2018)</i>

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Strategic Action Objective Plan Template (High Quality Workforce)

Strategic Action Objective: <i>Provide ongoing professional development in technology to meet identified staff needs</i>				
Oversight Group: <i>Technology Committee</i>		Relevant Data Sources: <i>Staff survey feedback</i>		Anticipated Completion Date: <i>June 2018</i>
Activities to Implement the Objective:	Person(s) Accountable	Timeline Beg./End	Resources Needed: (Time, Professional Development, Supplies, etc.)	Anticipated Outcome/Measurement
Create survey to solicit feedback about staff needs pertaining to technology	Instructional Tech Specialists	Fall, 2017	Time, Feedback	Survey feedback – <i>Completed</i>
Interpret data	Instructional Tech Specialists	Fall, 2017	Time to collaborate/plan	Identification of technology needs – <i>Completed</i>
Prioritize needs by meeting with grade level teams	Instructional Tech Specialists	Fall, 2017	Time to collaborate/plan	List of prioritized needs – <i>Completed</i>
Plan and develop professional development opportunities to meet staff needs	Instructional Tech Specialists	Winter, 2018	Planning time	Planned PD – <i>Completed</i>
Implement development training	Instructional Tech Specialists, key teacher leaders	Winter, 2018	Space, materials, etc.	Successful PD conducted – <i>Completed (Institute Day, February 19, 2018)</i>
Evaluate effectiveness of training	Technology specialists, ADCO	Winter, 2018	Evaluation instrument	Final evaluations submitted and reviewed – <i>Completed</i>

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Strategic Action Objective Plan Template (High Quality Workforce)

<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
<p>1. Grade level/department teams meet to determine best unit for collaborative development</p> <p>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.)</p> <p>3. Team members complete requisite elements and compile final product</p> <p>4. Building principal or Director of Curriculum and Instruction provide consultation/assistance, as needed</p> <p>5. Completed instructional materials shared among teachers for classroom use</p>	<p>- Grade Level Leaders - Department Chairs - Classroom teachers - Principals, Director of C&I</p> <p>See above</p> <p>See above</p> <p>See above</p>	<p>Fall 2018</p> <p>Sep. 2018</p> <p>Oct. '18–Mar. '19</p> <p>Oct. '18–Mar. '19</p> <p>Apr. 2019</p>	<p>1. Professional collaboration time</p> <p>2. Access to instructional resources, standards, sites</p>	<p>1. Completed collaborative thematic unit for each grade level/department – <i>Forthcoming (this objective has been postponed for implementation until the 2018-19 school year)</i></p>

River Forest District 90

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

Strategic Action Objective: Develop and implement a plan to continue support of the Inclusiveness Advisory Board (IAB) and Board of Education Equity Committee through the use of strategic communications efforts.				
Oversight Group: BOE Communications Committee		Relevant Data Sources: Relevant data and information from the Inclusiveness Advisory Board and the BOE Equity Committee		Anticipated Completion Date: May/June 2018
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 for the 2017-18 school year	Communications Coordinator	Ongoing during 2017-18r	Calendar of IAB and Equity Committee meetings	Create communications plan to promote the IAB and Equity Committee initiatives, events, and positions. – <i>Completed</i> Create and disseminate a minimum of 4 communications, including a blog posting, to District families, faculty, staff, and Village residents via normal District communication channels. – <i>Completed</i> (One District/One Book; September Primer; February Primer; Feb/March Mailing; May/June Mailing) Information disseminated productively and in a timely manner – <i>Ongoing</i>
2. Review Equity Committee meeting notes & attend regularly scheduled meetings, as appropriate.	Communications Coordinator	Ongoing during 2017-18 school year	Periodic research about inclusivity and equity in the educational environment	
3. Maintain ongoing contact with Superintendent and chairs or District representatives to the IAB and the Equity Committee.	Superintendent & Communications Coordinator	As needed	Contact information for IAB Leadership, Equity Committee representatives, and other key individuals	
4. Attend any special meeting or events that are sponsored or endorsed by the IAB or Equity Committee	Communications Coordinator	As scheduled	Time	
5. Determine the appropriate communication channels to distribute IAB and/or Equity Committee information.	Communications Coordinator	January 2018	Time	

River Forest District 90

Strategic Action Objective Plan Template (Resources)

<p>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 review significant financial assumptions and assess if District resources are aligned to District goals.</p>				
<p>Oversight Group: Anthony Cozzi</p>		<p>Relevant Data Sources: Comprehensive Annual Financial Report (CAFR), Annual Budget, IIRC, Bureau of Labor and Statistics.</p>		<p>Anticipated Completion Date: Annually each November</p>
Activities to Implement the Objective:	Person(s) Accountable	Timeline Beg./End	Resources Needed: (Time, Professional Development, Supplies, etc.)	Anticipated Outcome/Measurement
<p>1. Creation of a committee to review assumptions and alignment to goals</p>	<p>-Cozzi</p>	<p>Annually, each spring</p>	<p>Collaboration time</p>	<p>Items considered were: continue showing portions of definitions to page 3 pie chart for ease of reading and highlight instructional areas on chart; continue with explanations on page 4 and page 5 areas for clarification. – <i>Completed</i></p>
<p>2. Complete resident-friendly financial reporting instrument and long-range financial plan</p>	<p>-Cozzi</p>	<p>Annually, each fall</p>	<p>Completion time</p>	<p>Instrument and plan: – <i>Completed</i></p>

River Forest District 90

Strategic Action Objective Plan Template (Equity)

Strategic Action Objective: <i>Seek opportunities to leverage assets from community partners in offering supplementary programming alternatives for qualifying students and families</i>				
Oversight Group: <i>IAB and Equity Committee</i>		Relevant Data Sources: <i>Local organizations indicating interest in partnership</i>		Anticipated Completion Date: <i>August 2018</i>
Activities to Implement the Objective:	Person(s) Accountable	Timeline Beg./End	Resources Needed: (Time, Professional Development, Supplies, etc.)	Anticipated Outcome/Measurement
1. Consider possible partner organizations, based upon aligned mission/vision and mutual interests	ADCO	Summer 2017	Time for collaborative conversations	List of potential partner(s) – <i>Completed</i>
2. Select preferred partner(s), identifying areas of intersection	Superintendent, Board of Ed.	Fall, 2017	Information about partner organization(s)	Identification of preferred partner – <i>Completed (YMCA)</i>
3. Establish parameters for partnership with partner organization(s)	Superintendent	Winter, 2017-18	Time to collaborate	Commitments for collaborative efforts established – <i>Completed</i>
4. Plan collaborative initiative(s)	Superintendent, ADCO	Spring, 2018	Time to collaborate	Plans finalized – <i>Completed (Power Scholar Academy, YMCA and D91)</i>
5. Launch collaborative initiative(s)	Superintendent, ADCO	Spring-Summer, 2018	Resources to be identified	Initiative launched successfully – <i>Forthcoming, program begins 6/18</i>
6. Evaluate collaborative initiative(s)	Superintendent, ADCO	Summer-Fall, 2018	Time to develop evaluation instrument	Evaluation of collaborative initiative presented to Board of Education – <i>Forthcoming, upon completion of program</i>

River Forest District 90

Strategic Action Objective Plan Template (Equity)

Strategic Action Objective: <i>Provide ongoing professional development for staff, administration, Board of Education, and community members to address equity-related issues, such as implicit bias, stereotype threat, mindset, and cultural awareness</i>				
Oversight Group: <i>IAB and Equity Committee</i>		Relevant Data Sources: <i>Teacher Institute evaluation data, research on best practices in pedagogy to narrow achievement gap</i>		Anticipated Completion Date: <i>Ongoing</i>
Activities to Implement the Objective:	Person(s) Accountable	Timeline Beg./End	Resources Needed: (Time, Professional Development, Supplies, etc.)	Anticipated Outcome/Measurement
1. Collaborate with National Equity Project facilitators to identify essential professional development content	Superintendent, Director of C&I	Summer, 2017	Time to collaborate	Essential content identified – <i>Completed</i>
2. Create professional development schedule, ensuring that key training events and experiences are included for all stakeholder groups	Superintendent, Director of C&I, ADCO	Fall, 2017	Time to collaborate	Professional development schedule finalized – <i>Completed</i>
3. Maintain alignment between professional development training and other key equity-related initiatives	Superintendent	Fall, 2017 – Spring, 2018	Time, oversight from IAB and Equity Committee	Verification of alignment – <i>Completed (on record)</i>
4. Ensure that professional development programming incorporates a feedback loop to identify elements requiring reinforcement	Superintendent, Director of C&I	Fall, 2017 – Spring, 2018	Time to collaborate	Feedback loop instituted – <i>Completed (Professional Development surveys)</i>
5. Implement mechanism to collect evaluation data with regularity, and use feedback to refine/target future training	Superintendent, Director of C&I	Fall, 2017 – Spring, 2018	Aligned evaluation instrument	Evaluation data used to inform future training needs – <i>Forthcoming for 2018-19 school year</i>