



Oak 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: January 10, 2017

The purpose of the attached report is to update the Board of Education and community on the status of the superintendent's goals. These goals have explicit links to the district's 2016-2018 vision and goals (big rocks). The ultimate purpose is to support each student's attainment of our universal goals.

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

Superintendent's SY17 KPIs:

Metric	2014-2015	2015-2016 Baseline	November	December	2016-2017 Target	Excellence Target
Attendance 8. % of students with greater than 95% attendance <i>(Data monthly)</i>		69%	72.8%	n/a	72% (175 more students)	98%
NWEA MAP % of students meeting or exceeding individual growth targets in: 17. Reading <i>(Data Collected in Fall, Winter & Spring)</i>	57% (Fall to Winter)	53% (Fall to Spring)	n/a	n/a	56% (135 more)	70%
NWEA MAP % of students meeting or exceeding individual growth targets in: 18. Mathematics <i>(Data Collected in Fall, Winter & Spring)</i>	49% (Fall to Winter)	45% (Fall to Spring)	n/a	n/a	48% (135 more)	70%
Education For the Future (EFF) % favorable responses to "When I am at school, I feel:" <i>(Data Collected in Fall & Spring)</i> 19. "I belong"	N/A	72%	N/A	N/A	74% favorable (94 more)	90% favorable

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.

MSPR Standards

Domain 1 Culture (c), Sustainability (a)
 Domain 2 Capacity Building (a), Sustainability (a), Strategic Planning (a)
 Domain 3 Capacity Building (b)
 Domain 4 Strategic Planning (a), Sustainability (a)
 Domain 5 Sustainability (a)

Timing	Actions	Measurable Outcomes	Progress Update/Next Steps
August 2016 - May 2017	Share "working draft definitions" of four key terms with stakeholders	<ol style="list-style-type: none"> Define Key Terms in Vision - COMPLETE (August 2016) Schedule meeting to look at input from staff – COMPLETE (September 2016) Solicit feedback from stakeholders to tune working draft definitions – IN PROGRESS Share live, updated document every couple of months - PENDING 	<p>We plan to use the district's website and Let's Talk feature to share the draft definitions of the key terms. Let's Talk will allow us to capture suggestions for further tuning. Cab-VAAT will have the final responsibility for the refinement of the definitions.</p> <p>Another key next step is to review district policies so they explicitly link to the key vision terms.</p>

			<p>Additionally, we would like to recommend an “equity” policy. Chris Jasculca has shared several examples of policies with me and I would like to speak with the Policy Committee of the board for input.</p>
<p>October 2016 - December 2016</p>	<p>Share working draft metrics with Board and community</p>	<ol style="list-style-type: none"> 1. Identify key metrics COMPLETE (August 2016) 2. Solicit feedback from Superintendent Advisory Panel COMPLETE (August – November 2016) 3. Present to Board and Community COMPLETE (November 15, 2016) 4. Solicit feedback from staff & community COMPLETE (November - December 2016) 	<p>Now that we have confirmed that the goals we have established are universal – <i>our community believes each child attending our schools should attain the goals we have established</i> – my next step is to build awareness of Vision97 4ALL with families and community members. As one example, on January 27th, I am speaking with the Collaboration Council, further building and sustaining positive relationships with Oak Park’s early childhood providers.</p> <p>Looking toward the future, I hope to share data and information pertinent to our universal goals with the community and work collectively with our partners to make related improvements. Ultimately, we want to help each D97 student attain the universal goals outlined in our 2016-2018 vision action & alignment plan.</p>
<p>October 2016 – June 2017</p>	<p>Create coherence and focus around district’s vision via department and school goals.</p>	<ol style="list-style-type: none"> 1. Align department goals to district vision COMPLETE (November 15, 2016) 2. Align school goals to district vision COMPLETE (November 15, 2016) 3. Visit schools to help leaders understand and operationalize vision IN PROGRESS 4. Manage feedback cycle for department and school action plans PENDING 	<p>Beginning the week of January 10th, Amy Warke, Emily Fenske and I will begin our monthly meetings with each school improvement team. The purpose of these meetings is to regularly evaluate the action plans the school improvement teams (SIT) have established to promote the district’s and schools’ cycle continuous improvement. Specifically, we will review the schools’ benchmarks to determine what progress they are making toward attaining the targeted universal goals outlined in our 2016-2018 Vision Action & Alignment document. Additionally, feedback will be provided.</p>
<p>October 2016 – May 2017</p>	<p>Develop key messages and a clear plan for two-way communications about vision plan and district’s efforts.</p>	<ol style="list-style-type: none"> 1. Establish superintendent corner on website COMPLETE (beginning November 30, 2016) 2. Update format of district news updates into short, ‘news-y’ way for district to tell its stories (version for staff, version for parents/community) PENDING 3. Hosts community conversations for students, staff, and community to capture input during implementation of vision plan PENDING 4. Solicit feedback from Superintendent Advisory Panel PENDING 	<p>Campus Suites is in the process of creating a temporary placeholder on our website featuring information about our vision work. The navigation will include the vision document (approved in June 2016), our vision action & alignment document (approved in November 2016), presentations, and progress updates. We also plan to imbed the #oakpark97 Twitter feed on the page.</p>

			<p>Additionally, we have created a message about our vision work which will be included in the January OP/FYI newsletter.</p> <p>In terms of my key next steps, I am planning to develop and implement a series of community conversations called, <i>Community Conversations with Dr. K, Superintendent of D97</i>. These events will provide a relatively informal opportunity for me to meet with parents and community members to talk about the work being done to meet the district's vision, answer questions, and generally broaden and deepen the dialogue and relationship with the District 97 community. Additionally, I plan to host up to four <i>Community Conversations with Dr. K</i> that will allow me to interact with students and hear their perspectives on how the work of the district toward achieving the vision is being experienced by them.</p> <p>Finally, since we know it is important that the goals and work toward the vision are communicated clearly and consistently throughout the district in order to develop and maintain community support, I will be providing additional support to the individual schools and principals on their communications plan. This action was developed after reviewing a sample of school newsletters shared with staff and families. In the next few months, we will provide a training session for principals during one of their upcoming meetings; we will also provide individual coaching to school leaders (as needed) to further support their ability to be effective communicators as it relates to the district's vision work.</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</i> . (e.g., <i>What are the systems, structures and processes that manage opportunities?</i>)	<ol style="list-style-type: none"> 1. Host a series of community conversations, sharing the universal goals. - COMPLETE (December 2016) 2. Select 3-5 district metrics to examine (think about opportunities for students and opportunity systems). - PENDING 3. 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) 4. Review the disaggregated data of the level of attainment of the goal for each group in the district Board and Superintendent's Advisory Panel - PENDING 5. 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).- 	<p>Prior to our next Cab-VAAT meeting, I will work with Carrie, April, and Emily to select the 3-5 focus metrics based upon feedback I gathered during my December meetings.</p> <p>During our January 30th Cab-VAAT meeting, the district-level improvement team will begin to review our disaggregated data to engage in situated conversations to develop targeted actions for these opportunity structures. This information will also be shared with the Superintendent's Advisory Panel in late February (2/22/17).</p>

		<p>PENDING</p> <p>6. Work with Carrie and April to design targeted strategies to close the opportunity gap for specific groups (assisted by Cab-Vaat and others). - PENDING</p> <p>7. 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> - PENDING</p> <p>8. Identify short-term priorities to address (January 2017-May 2017) - PENDING</p> <p>9. Identify long-term priorities to research how to address (2017) - PENDING</p> <p>Make recommendations to BOE on long term issues (January 2018)</p>	<p>On Institute Day in January, we will involve the staff in using the district's universal goals to reflect on what opportunity structures are in place to support each D97 student in attaining the universal goals.</p>
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Big Rock #2: Establish a comprehensive system of support for District 97 staff.

MSPR Standards

- Domain 1 Culture (c)
- Domain 2 Capacity Building (a), Instructional Program (a and c)
- Domain 3 Capacity Building (a, b)
- Domain 5 Sustainability (a)

Timing	Actions	Measurable Outcomes	Progress Update/Next Steps
December 2016	Publish executive summary of Organizational Audit designed to help central office leaders improve support for instructional leadership	<ol style="list-style-type: none"> 1. Submit executive summary BOE - COMPLETE (December 20, 2016) 2. Submit "Phase II - Central Office Transformation" to BOE - COMPLETE (January 10, 2017) 	<p>The purpose of the reorganization of central office is to transformation how we conduct our business (to help central office leaders improve support for instructional leadership in our schools). If approved by the board of education on January 24th, these changes will go into effect on July 1, 2017. Annually (beginning July 2018), we will gather input from the staff to monitor and evaluate the impact of our support (in relationship to the universal goals outlined in the district's vision action & alignment document).</p>
December 2016 – May 2017	Begin transformation of central office (to help central office leaders improve support for instructional leadership)	<ol style="list-style-type: none"> 1. Agendas for Super Cabinet meetings include departmental reports on progress on priorities and KPI's - IN PROGRESS 2. Transformation Champions provide in-depth reports on transformation (April - May 2017) - PENDING 	<p>Beginning on December 12th, each department is giving a monthly update on their progress status related to their goals and KPIs. On January 9th, I will facilitate a work session designed to create further consistency in the reporting mechanism. Hopefully, we will also be able to confirm our "transformation" champions.</p>

December 2016 - January 2017	Conduct Back Office Survey	<ol style="list-style-type: none"> 1. Request Data Analyst to conduct 2nd annual “back office” survey to assess operational needs – COMPLETE (December 12th) 2. Results from Back Office Survey published to administration - IN PROGRESS 	The administration of the survey has been completed. The results of the survey will be used by the department leaders to more effectively and efficiently meet the needs of our schools.
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.	<p>Request BOE approval of external audit of initiatives (staff implementation and perceptions) Advertise RFP and select vendor Vendor conducts audit and presents findings and recommendations</p> <ol style="list-style-type: none"> 1. Based upon assets-reality gaps in teacher/staff support, work with HR & Business departments to determine changes needed - PENDING 	I have decided to conduct the audit internally. Administrators were “trained” on December 14 th 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.
April 2017 – May 2017	Host Super Cabinet Retreat (Off Campus) to plan for SY18	<ol style="list-style-type: none"> 1. Map out workflows, competencies and responsibilities charts, answering these questions: - PENDING <ul style="list-style-type: none"> • <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> • <i>What competencies do we need for the future?</i> • <i>What data are we using to validate and substantiate those jobs</i> • <i>How do we strive for accomplishment vs. compliance?</i> • <i>How are we currently responding to the most critical areas of improvement?</i> • <i>Do we have the right talent now, in place, on board?</i> • <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> 2. Develop SY18 performance objectives for central office staff and principals based on reflections and SY17 Action Plans, KPIs, TOAs - PENDING 	Now that we have returned from winter recess, we will begin to plan for our end of year retreat. During the upcoming Super Cabinet meeting, we will confirm our dates and select a team to begin planning.
July 2017 – August 2017	Official launch of Central Office Transformation (help central office leaders improve support for instructional leadership)	<ol style="list-style-type: none"> 1. Transformation dashboard formalized - PENDING 2. Develop Action Plans for each department member FY18 Action Plans with SMART goals and KPIs that are tied to TOAs - PENDING 3. SY18 Action Plans approved by BOE - PENDING 	n/a