

River Forest District 90 Strategic Action Objectives – Mid Year Update

2024-25

Aligned with *River Forest District 90 Strategic Plan*

Action objective plans will be drafted in the form of SMART goals. Metrics or specific deliverables will be used to determine progress toward goals or attainment.

1. Implement School and District Improvement Planning for Academic Improvement:

Initiate expanded school/District improvement planning process during upcoming school year (2024-25), with ultimate goal of obtaining and maintaining the ISBE summative designation of “Exemplary” for all D90 schools. *Link to Strategic Plan: Goal Three – Improve opportunities for staff collaboration, engagement, innovation, and use of data.*

Recommended administrative leadership – Trendel*, Condon, Building Administrators

2. Launch D90 Literacy Pilot and Curriculum Adoption:

With emphasis on pilot process fidelity, quality staff feedback, and effective deployment of selected curriculum, the objective is to improve student growth and achievement as measured by MAP and IAR assessment performance. *Link to Strategic Plan: Goal One – Clarify grade level academic and non-academic curricular expectations for students and their families; Goal Two – Provide an equitable, high-quality education for all students.*

Recommended administrative leadership – Trendel*, Steketee, Godfrey, Gerges, Pasia

3. Support RMS Review of School Schedule:

Ensure RMS school administration and staff have resources necessary to conduct thorough review. *Link to Strategic Plan: Goal Two – Provide an equitable, high-quality education for all students; Strengthen opportunities to meet the social and emotional needs of all learners.*

Recommended administrative leadership – Steketee*, Petersen, Trendel, Lubeck

4. Implement “Equity Action Plan”:

Ensure that Equity Action Plan (EAP) objectives are implemented in alignment with Board of Education equity goals. *Link to Strategic Plan: Goal Two – Provide an equitable, high-quality education for all students; Goal Five – Ensure that resources are expended in an equitable manner to maximize opportunities for all learners.*

Recommended administrative leadership – Condon*, Lubeck, Rath, Godfrey, Trendel

5. Implement School Safety and Security Recommendations:

Ensure School Safety and Security Review recommendations are implemented in partnership with internal stakeholders and emergency responders. *Link to Strategic Plan: Goal Four – Enhance community partnerships with local agencies, business, and high school partners to improve the quality of real-world learning experiences; Goal Five – Upgrade existing facilities to create progressive and productive learning and working environments.*

Recommended administrative leadership – Condon*, Cozzi, Martin

6. Continue to Implement Strategies for Deficit-Reduction:

Implement ongoing efforts intended to identify and remediate deficit spending. *Link to Strategic Plan: Goal Five – Ensure resources are expended in an equitable manner to maximize opportunities for all learners.*

Recommended administrative leadership – Cozzi*, Condon

7. Investigate and Address Organizational Culture/Climate Issues:

Collaborate with faculty to understand concerns, identify potential solutions, and design effective plans to address them. *Link to Strategic Plan: Goal Three – Improve opportunities for staff collaboration, engagement, innovation, and use of data.*

Recommended administrative leadership – Condon*, Trendel, Gerges, Rath

***Team Lead**

River Forest District 90

Strategic Action Objective Plan Template

Strategic Action Objective: Initiate expanded school/District improvement planning process during upcoming school year (2024-25), with ultimate goal of obtaining and maintaining the ISBE summative designation of “Exemplary” for all D90 schools. Link to Strategic Plan: Goal Three – Improve opportunities for staff collaboration, engagement, innovation, and use of data.

<p>Oversight Group: Christine Trendel, Ed Condon, Jennifer Pasia, Christine Gerges, Casey Godfrey, Tina Steketee, Anthony Peterson, BLT’s</p>	<p>Relevant Data Sources: Input from faculty/staff committees, planning discussions with Julie Morris, Spring 2024 assessment data</p>	<p>Anticipated Completion Date: June 2025</p>
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Activities to Implement the Objective:	Person(s) Accountable	Timeline Beg./End	Resources Needed: (Time, Professional Development, Supplies, etc.)	Anticipated Outcome/Measurement
1. Initial SIP and DIP goal Drafting	Oversight group	Aug and Sep	Spring 2024 data; IAR, MAP, NORC findings, 5 Essentials data	Completed SIP and DIP documents - Complete
2. Schools share initial SIP goals with the BOE	Principals	Nov	School SIP plans	Presentation for BOE and community - Complete
3. Monitor and support school SIP plans and progress through check in with principals individually	Trendel, Condon	September, December, January, March	School SIP plans, action items,	End of year evaluation of progress
4. Collaborate to monitor and support school SIP plans as an administrative team	ADCO	October, February, April (ADCO Meetings)	Data protocol, School SIP Plans,	Common protocol for data analysis at elementary and RMS – In Process

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Strategic Action Objective Plan Template

5.	Collaborate with principals to build teacher leader capacity, data use with grade level teams, and instructional leadership	Trendel	Monthly 1:1 meetings in January, February, March, April	SIP plan continued action planning, SIP/BLT agendas	Winter benchmark data, GPS meeting data, MTSS structures, ELA Implementation Plan – In Process
6.	Review and reflect on end of year progress	Oversight group	June 2025	2024-2025 assessment data; 5Essentials, AimsWeb, MAP, IAR, ACCESS	Final report to Board of Education and school community

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Strategic Action Objective Plan Template

<p>Strategic Action Objective: <i>With emphasis on pilot process fidelity, quality staff feedback, and effective deployment of selected curriculum, the objective is to improve student growth and achievement as measured by MAP and LAR assessment performance. Link to Strategic Plan: Goal One – Clarify grade level academic and non-academic curricular expectations for students and their families; Goal Two – Provide an equitable, high-quality education for all students.</i></p>				
<p>Oversight Group: Christine Trendel, Tina Steketee, Casey Godfrey, Christine Gerges, Jennifer Pasia</p>		<p>Relevant Data Sources: Teacher and student feedback, research/evidence related to best practices in literacy, evaluative information from industry publications</p>		<p>Anticipated Completion Date: June 2025</p>
Activities to Implement the Objective:	Person(s) Accountable	Timeline Beg./End	Resources Needed: (Time, Professional Development, Supplies, etc.)	Anticipated Outcome/Measurement
1. Conduct and complete a successful D90 Literacy Pilot	Oversight group, teachers, Instructional Specialists	Sep. to Nov. 2024	Professional learning sessions from pilot resource publishers, site visits, teacher and student surveys	Successful implementation of literacy resource in grades K-8 - Complete
2. Adoption and implementation planning of new core resources K-8	See above	Nov. 2024 - Jan. 2025	Publisher recommendations, teacher and instructional specialist input	Resources ordered and received for distribution to staff - Complete
3. Initial Professional Learning for implementation	See above	Jan. - Feb 2025	Jan. and Feb. Institute days, Thursday professional collaboration.	Agenda and training session with publisher on January 6 Institute Day - Complete
4. Develop Literacy Implementation Plan to support teachers with implementation	Trendel, Instructional Specialists	Jan. 2025	Time	Completed Literacy Implementation Plan - Complete

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5.	Gather feedback and input from literacy committee, reflect on and strengthen implementation	Oversight group, instructional specialists	Jan-May 2025	Resources/Materials from publisher, Literacy Implementation Plan	Implementation guidelines for grade level teams, scope, and sequence for 2025-2026 – In Process
6.	Review assessment options in new curricular resources and identify common assessments that will help us monitor student performance	See above	Jan-May 2025	Literacy committee meeting agendas,	Common assessment plan for K-4, 5, and 6-8 – In Process
7.	Strengthen alignment of ELA resources to Foundations, standards based reporting	See above, including teachers	Feb-May 2025	Institute day agendas, Thursday collaboration work in grade level teams	Alignment to Foundations scope and sequence, revisions of K-4 reporting standards timeline to match Being a Reader/Writer Scope and Sequence
8.	Strand to meet to monitor progress of implementation and Literacy Committee	Teacher work teams	Summer 2025 and ongoing	Summer Curriculum project descriptions and products	Effective implementation across the grade levels, and will fidelity to established curriculum

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Strategic Action Objective Plan Template

<i>Strategic Action Objective: Conduct review of RMS school schedule to identify opportunities for refinement.</i>				
<i>Oversight Group: Administrative Team, RMS Building Leadership Team</i>		<i>Relevant Data Sources: Literature review, Instructional minutes distribution, OPRF Math placement data, Teacher satisfaction survey, Student engagement survey</i>		<i>Anticipated Completion Date: 01/21/2025</i>
Activities to Implement the Objective:	Person(s) Accountable	Timeline Beg./End	Resources Needed: (Time, Professional Development, Supplies, etc.)	Anticipated Outcome/Measurement
1. Literature Review: Conduct a comprehensive review of recent studies and educational research on block scheduling in middle schools.	RMS Building Leadership Team	Sept.- Oct. 2024	BLT meeting time, curriculum time for teachers to read articles/summarize	BLT reviewed information related to the literature review, best practices, and instructional minutes and shared findings with BOE on 01/21/25 - Complete
2. Best Practices: Identify best practices and recommendations from existing research that can inform potential adjustments to the RMS block schedule or its implementation.	RMS Building Leadership Team (BLT)	Oct. – Nov. 2024	BLT meeting time, curriculum time for teachers and administration to research/investigate	Please see above - Complete
3. Examine and consider distribution of instructional minutes per content area.	RMS BLT	Nov. 2024	BLT meeting time, small-group collaboration opportunities	Best practices/recommendations identified and compiled - Complete
4. Conduct teacher satisfaction and student engagement surveys	School and District admin., BLT	Dec. 2024	District support to develop surveys. Time to administer surveys and review results	BLT reviewed survey findings on 12/12/24 and 01/09/25. Findings summarized and shared with the BOE on 01/21/25 – Complete

Long-Range Goal: Review of RMS School Schedule

Leader(s): Steketee, Petersen, Trendel, Lubeck

Mid-Year X Final X

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Strategic Action Objective Plan Template

5. Finalize report summarizing findings on student engagement, teacher satisfaction, academic performance, and insights from current research. Based on these findings, BLT feedback, and administrative input, the report will include a recommendation related to maintaining or modifying the current schedule.	BLT, Steketee, Petersen, Trendel, Lubeck, Condon	Dec. 2024 – Jan. 2025	BLT Meeting time, curriculum hours to analyze information and create report	Final report presented to Board of Education and community, including potential recommendations for Board consideration, on January 21, 2025 - Complete
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Long-Range Goal: *Implement Equity Action Plan*

Leader(s): *Condon, Lubeck, Rath, Godfrey, Trendel*

Mid-Year X Final

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Strategic Action Objective Plan Template

Strategic Action Objective: <i>Implement Equity Action Plan (EAP) designed by EAP team to ensure alignment of actions and commitment to identified Board of Education equity goals.</i>				
Oversight Group: <i>EAP strand teams and leaders</i>		Relevant Data Sources: <i>District 90 Equity Action Plan (as approved by Board of Ed.)</i>		Anticipated Completion Date: <i>July, 2025</i>
Activities to Implement the Objective:	Person(s) Accountable	Timeline Beg./End	Resources Needed: (Time, Professional Development, Supplies, etc.)	Anticipated Outcome/Measurement
1. Coordinate initial planning meeting with strand leaders	Condon	Sept. '24	Time, Meeting location	Agreement about details of strand meetings and deliverables - Complete
2. Ensure that strands convene meetings as agreed upon to collaborate and accomplish strand goals, as outlined in EAP	Strand leaders	Sept. '24-April '25	Time, Meeting location	Strand leaders provide evidence and anecdotal feedback about ongoing status of strand goals – In Process
3. Strands will provide summative reporting for Board and community about completion of goals	Strand leaders	May '25	Time	Summative reports
4. District will identify and implement “next steps” in continuing to expand and refine current EAP in 2025-26	Condon	June-July '25	Time, possible consulting fees	Approved plans for 2025-26 school year

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Strategic Action Objective Plan Template

Strategic Action Objective: <i>Ensure school safety and security review recommendations are implemented in partnership with internal stakeholders and emergency responders</i>				
Oversight Group: <i>D90 Administrative Team (ADCO), Safety and Security Oversight Team</i>		Relevant Data Sources: <i>Safety and Security Review Committee Findings and Recommendations (2024)</i>		Anticipated Completion Date: <i>August 2025</i>
Activities to Implement the Objective:	Person(s) Accountable	Timeline Beg./End	Resources Needed: (Time, Professional Development, Supplies, etc.)	Anticipated Outcome/Measurement
1. Continue to implement remaining facilities-related recommendations	Cozzi	Sept. '24-Aug. '25	Financial resources	Completed facilities-related projects and improvements – In process
2. Administrative team collaborates with faculty/staff to implement recommended procedural changes	ADCO	Sept. '24-June '25	Time, professional development and training	New safety and security procedures implemented with fidelity across all schools - Complete
3. Work with community partners to ensure aligned mental health and wellness support for stakeholders	Condon	Sept. '24-June '25	Time to meet and communicate regularly with external partners	Aligned mental health/wellness services and supports – In process
4. Continue to implement remaining technology-related security recommendations	Martin	Sept. '24-June '25	Time, Financial resources	Technology improvements reflect best practices and integrate smoothly with first responder agencies - Complete
5. Collaborate with Districts 200, 97 and 91 to establish shared emergency reunification protocols	Condon	Sept. '24-Aug. '25	Time, meeting locations, financial resources	Shared reunification procedures that can be utilized by all districts, are supported by first responders, and ensure staff are trained to implement – In Process

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Strategic Action Objective Plan Template

Strategic Action Objective: Facilitate the creation of a financial plan designed to identify and remediate deficit spending.				
Oversight Group: Board of Education Finance Committee, Administrative Team		Relevant Data Sources: -Illinois Program Accounting Manual -ISBE Form 50-36 Deficit Reduction Plan -District Long-Range Financial Plan -Input from Administrative Team on suggested efficiencies -Annual ESSA Site-Based Expenditure Reports -Operating Expenditure per Pupil Calculation (AFR) -Internal Trial Balances		Anticipated Completion Date: Annual
Activities to Implement the Objective:	Person(s) Accountable	Timeline Beg./End	Resources Needed: (Time, Professional Development, Supplies, etc.)	Anticipated Outcome/Measurement
Adopt proposed tentative budget for 24-25 fiscal year	Chief Operations Officer, ADCO, Board Finance Committee	9/17/24	- Time, input from ADCO	Formally adopted at the 9/17/24 Board meeting - Complete
Prepare long-range financial projections and finalize Town Hall agenda	Chief Operations Officer, Board Finance Committee	Nov 2024 COW/ Town Hall Meeting	- Time to collaborate and time to build projections	Proposed Long Range Financial Projections presented at Town Hall Meeting - Complete
Formation of list of potential efficiencies (personnel and non-personnel) using long-range financial projections as a baseline	Chief Operations Officer, ADCO	Feb 2025 – Mar 2025	- Time to collaborate - Time to identify initiatives that have run their course - Time to prioritize	First draft of list of efficiencies to be presented to Finance Committee

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Model efficiencies into draft long-range financial projections and other documents to analyze metrics for potential Board Policy changes	Chief Operations Officer, ADCO	Mar 2025 – April 2025	- Time	Draft long-range financial projections, draft site-based exp. report and draft OEPP calculation finalized
Board discussion and decision on potential balanced budget policy and any potential other new policies	Chief Operations Officer, BOE	May 2025 – June 2025	- Time	Balanced budget and other potential new policies are implemented, if necessary

- Each year, the results of this action objective plan will be analyzed to determine if the formation of a future Fiscal Action Team is necessary.

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Strategic Action Objective Plan Template

Strategic Action Objective: Collaborate with faculty to understand concerns, identify potential solutions, and design effective plans to address them.				
Oversight Group: Superintendents' Leadership Council (SLC), ADCO		Relevant Data Sources: Five Essentials survey data, IAB Belongingness Survey, industry-specific research/evidence (as available)		Anticipated Completion Date: September 2025
Activities to Implement the Objective:	Person(s) Accountable	Timeline Beg./End	Resources Needed: (Time, Professional Development, Supplies, etc.)	Anticipated Outcome/Measurement
1. Establish SLC as oversight committee for investigation	Condon, Trendel	Sept. '24	Time, Meeting space	Oversight team established - Complete
2. Share relevant documents and data sources that define areas of concern	Condon, Trendel	Oct. '24	Time, Relevant information	Improved understanding about concerns - Complete
3. Review feedback from faculty and staff to identify key issues/themes	SLC membership	Nov. '24- Jan. '25	Perception survey data, esp. Five Essentials	Survey feedback reviewed - Complete
4. Collaborate to identify and discuss possible solutions to identified themes	SLC Membership	Feb. '25	Time, Meeting space	Potential solutions identified
5. Share suggested solutions with employees and employee groups to garner feedback about validity	SLC Membership	Feb. '25	Perception survey data	Employee perceptions about potential solutions clarified
6. Implement agreed-upon high value solutions in association with employees and employee groups	ADCO, SLC, RFEA, RFESP	Mar. '25- May '25	Time, Financial resources	Solutions implemented
7. Evaluate effectiveness of solutions by soliciting feedback on efficacy	SLC	Sept. '25	Time	Perception feedback