

River Forest District 90 Strategic Action Objectives - FINAL

Aligned with *River Forest District 90 Strategic Plan*

2025-26

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. Utilize established School and District Improvement Planning for academic improvement:**
Implement school/District improvement planning process during upcoming school year (2025-26), with ultimate goal of 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. (Condon, Trendel*, Building Administrators)*
- 2. Implement and refine curricula, including ELA (K-8), World Languages (5-8), Social Studies (5-8), Digital Civics (5-8):**
With emphasis on fidelity, quality staff feedback, and effective deployment of selected curricula, the objective is to improve student growth and achievement as measured by MAP, IAR, and summative course 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. (Trendel*, Lubeck, Building Administrators)*
- 3. Deploy Math Leadership Team to identify and institute program refinements:**
Reconstitute Math Leadership Team to ascertain current program effectiveness, determine necessary adjustments in internal and external (D200) articulation, identify opportunities for programming improvements, and make recommended refinements targeted at improving student achievement. *Link to Strategic Plan: Goal One – Clarify grade level academic and non-academic curricular expectations for students and their families; Assist students to assess their academic growth and achievement performance relative to curricular expectations across grade levels; Goal Three – Ensure that staff are equipped to use evidence-based instructional practices and technology to make learning engaging, relevant, and inspiring. (Trendel*, Gerges)*
- 4. Support Board recruiting/hiring process for superintendent:**
Under the Board’s explicit direction, provide administrative support for the recruiting/hiring process to replace the retiring superintendent with an outstanding leader for the next generation. *Link to Strategic Plan: Goal Two – Provide an equitable high-quality education for all learners. (Condon*, Cozzi, Rath, Gutierrez)*
- 5. Support and ensure the effective use of instructional time and high-quality teaching within the new RMS schedule to promote student learning:**
Oversee operationalization of new schedule with focus on optimizing use of instructional time and content delivery. *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; Goal Three - Ensure that staff are equipped to use evidence-based instructional practices and technology to make learning engaging, relevant, and inspiring. (Steketee*, Petersen, Trendel, Lubeck, Martin)*
- 6. Expand use of Responsive Classroom approach in all schools across the District:**
Provide structured staff development opportunities for faculty members to receive training in the use of Responsive Classroom strategies and encourage their consistent use across and throughout D90 schools. *Link to Strategic Plan: Goal Two – Strengthen opportunities to meet the social and emotional needs of all learners. (Lubeck*, Steketee, Godfrey, Gerges)*

7. 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. (Cozzi*, Condon)*

8. Establish District-wide AI Plan and guidelines addressing appropriate integration of AI:

Investigate best practices in the development of a suitable District plan to incorporate the responsible, appropriate, productive, and ethical use of artificial intelligence technology and tools throughout the District 90 school community, as a precursor to the creation of a comprehensive strategy to govern the use of instructional technology. *Link to Strategic Plan: Goal Three - Ensure that staff are equipped to use evidence-based instructional practices and technology to make learning engaging, relevant, and inspiring; Improve opportunities for staff collaboration, engagement, innovation, and use of data; Goal Four – Enhance parent engagement, partnerships, supports, and education about District performance and initiatives. (Martin*, Petersen, Condon)*

9. Implement identified organizational culture/climate objectives:

Collaborate with SLC leaders, administration, and faculty/staff to implement previously identified strategic goals pertaining to Belongingness and Community, Culture and Climate, and Teaching and Learning. *Link to Strategic Plan: Goal Three – Improve opportunities for staff collaboration, engagement, innovation, and use of data. (Condon*, Trendel, Gerges, Rath)*

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Strategic Action Objective Plan Template

<p>Strategic Action Objective: Implement school/District improvement planning process during upcoming school year (2025-26), with ultimate goal of 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>				
<p>Oversight Group: Christine Trendel, Ed Condon, Christine Gerges, Casey Godfrey, Tina Steketee, Anthony Peterson, Jennifer Pasia, School SIP Teams</p>		<p>Relevant Data Sources: Input from faculty/staff committees, planning discussions with administrators, spring 2025 assessment data including IAR, MAP, 5Essentials, ACCESS</p>		<p>Anticipated Completion Date: June 2026</p>
Activities to Implement the Objective:	Person(s) Accountable	Timeline Beg./End	Resources Needed: (Time, Professional Development, Supplies, etc.)	Anticipated Outcome/Measurement
1. Initial 2024-2025 SIP goal reflection and Spring 2025 data review as administrative team	Oversight group	Aug and Sep	Spring 2025 data; IAR, MAP, 5 Essentials data, ACCESS data	<ul style="list-style-type: none"> Completed SIP documents, including data analysis and action planning - Complete
2. 2024-2025 SIP goal reflection and Spring 2025 data review with school-based teams	Principals and School Teams	Nov	Spring 2025 data; IAR, MAP, 5 Essentials data, ACCESS data	<ul style="list-style-type: none"> Ongoing collaboration: meeting agendas - Complete
3. 2025-2026 SIP goal drafting and refinement with school and administrative teams	Admin Council	Sep/Oct	School SIP Plans: Data review, goals, action plans	<ul style="list-style-type: none"> Goals identified and refined - Complete
4. Schools share initial SIP focus areas with the BOE	Principals and Christine T	October	Board Presentation, SIP plans	<ul style="list-style-type: none"> Presentation for BOE and community - Complete
5. Collaborate to monitor and support school SIP plans as an administrative team	Christine T and Principals	Sep-May	SIP plan continued action planning, Adco agendas,	<ul style="list-style-type: none"> Productive progress discussions – In process

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<p>6. Collaborate to monitor and support school SIP plans as a school team</p> <p>7. Collaborate with principals to build teacher leader capacity, data use with grade level teams, and instructional leadership</p> <p>8. Reflect on 2025-2026 SIP action plans, goals, and resulting data at individual schools</p> <p>9. Review and reflect on end of year progress as a District: celebrate strengths and identify areas of growth</p>	<p>Principals and School SIP teams</p> <p>Trendel, Lubeck, principals,</p> <p>Oversight group</p> <p>AdCo</p>	<p>Sep-May</p> <p>Sep-May</p> <p>June-Aug 2026</p> <p>June-Aug 2026</p>	<p>SIP plan continued action planning, SIP team agendas</p> <p>Team meeting agendas, data reviews,</p> <p>SIP Plans, 2025-2026 assessment data,</p> <p>2025-2026 assessment data; 5Essentials, AimsWeb, MAP, IAR, ACCESS</p> <p>Illinois School Report Card</p>	<ul style="list-style-type: none"> ● Productive progress discussions – Complete ● Improved teacher capacity for instructional leadership – Complete ● End of year evaluation of progress – Ongoing this summer ● Final report to Board of Education and school community – Ongoing this summer
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<i>Strategic Action Objective: With emphasis on fidelity, quality staff feedback, and effective deployment of selected curricula, the objective is to improve student growth and achievement as measured by MAP, IAR, and summative course 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>				
<i>Oversight Group: Administrative Council</i>		<i>Relevant Data Sources: MAP and IAR data, Common curriculum based assessments, Staff feedback</i>		<i>Anticipated Completion Date: June 2026</i>
Activities to Implement the Objective:	Person(s) Accountable	Timeline Beg./End	Resources Needed: (Time, Professional Development, Supplies, etc.)	Anticipated Outcome/Measurement
Social Studies Curriculum Review: Review six core resource options	Christine T and social studies department	August 2025- Novem. 2025	Release days with team, paper evaluation screening tool, presentations from publishers	<ul style="list-style-type: none"> ● Identification of 6 core resource options for review and initial screening - Complete
Review 2-3 core resource options with publisher presentations		January- April 2026	Publisher presentations, time, Evaluation tool,	<ul style="list-style-type: none"> ● Closer review of 3 resources with publisher presentations, evaluation of resources as a team, identify two pilot resources - Complete
Develop pilot plan; scope and sequence for Fall 2026		May/June 2026	Pilot program resources, IL standards, time and collaboration	<ul style="list-style-type: none"> ● In progress
Pilot 2-3 options in grades 5-8 social studies		Fall 2026- Spring 2027	Time, pilot resources,	<ul style="list-style-type: none"> ● Will take place in SY 2026-2027

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<p>Choose social studies resource, redesign course scope and sequence</p>			<p>Teacher and student survey data, social studies standards, fiscal resources for purchase</p>	<ul style="list-style-type: none"> • Make recommendation to the BOE for adoption of new social studies core materials in grades 5-8 and adjusted scope and sequence to update alignment with state mandates and best practice – Forthcoming in 2026-27
<p>World Language: Deploy professional learning plan for implementation of 5th and 6th grade Spanish and French Materials</p>	<p>CT, WL teachers, Klett</p>	<p>Aug, Sep, Oct, Jan, Feb, April</p>	<p>Institute Days and After school meetings with publisher for continued learning</p>	<ul style="list-style-type: none"> • Engage in continued professional learning aligned to proficiency-based instruction; Complete
<p>Release time for planning</p>	<p>CT, WL teachers</p>	<p>Ongoing</p>	<p>Klett resources, ACTFL proficiency scale</p>	<ul style="list-style-type: none"> • Draft 5th and 6th grade scope and sequence, choose quarterly common assessments; In progress
<p>Review of common assessments to monitor student proficiency levels throughout grades and at the end of grades 5 and 6.</p>	<p>CT, WL teachers</p>	<p>Spring/ Summer 2026</p>	<p>Class assessment and department meeting to analyze data</p>	<ul style="list-style-type: none"> • Complete (April 2026)
<p>Share reflection of year 1 of implementation with BOE.</p>	<p>Christine T</p>	<p>Ongoing:</p>	<p>BOE presentation/student work</p>	<ul style="list-style-type: none"> • Complete (April 2026); Continued implementation of new French and Spanish materials in 5th and 6th grades. Preparedness for implementation of Spanish materials in grades 7 and 8 and

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<p>ELA Deploy professional learning to support implementation of ELA core resources specific to the needs of each grade level</p>	<p>Christine T, Instructions Specialists, publishing partners</p>	<p>Ongoing: Coaching, Institute Days, Thursday Mtgs, Team Mtgs</p>	<p>Professional learning agendas, collaboration meetings, team/department meeting agendas</p>	<p>Italian materials in grades 5-8. - In Process</p> <ul style="list-style-type: none"> Professional learning provided to instructional specialists, principals, teacher leaders, and grade level teams directly from Collaborative Classroom and Great Minds Release days provided for team planning and coaching support Update to BOE of Year 1 of implementation - Yet to be completed
<p>Continuous review of data: curriculum-based assessments, formative assessment/student work, MAP and IAR data to monitor student progress</p>	<p>CT, Grade level teams, Principals</p>	<p>Fall, Winter Spring</p>	<p>GPs meetings, weekly team meetings, data review meetings, end of year data review</p>	<ul style="list-style-type: none"> Continued growth and achievement data increases – ongoing, Increased use of data in instructional planning data by grade level teams – Ongoing,
<p>Christine T to gather teacher feedback in person by attending team/grade level meetings once per trimester/quarter</p>	<p>CT, Grade level teams, Instructional specialists, Principals</p>	<p>Each trimester</p>	<p>Meeting notes</p>	<ul style="list-style-type: none"> Responsive professional development deployed based on teacher needs and feedback – Completed for school year 2025-2026

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Strategic Action Objective: Reconstitute Math Leadership Team to ascertain current program effectiveness, determine necessary adjustments in internal and external (D200) articulation, identify opportunities for programming improvements, and make recommended refinements targeted at improving student achievement. Link to Strategic Plan: Goal One – Clarify grade level academic and non-academic curricular expectations for students and their families; Assist students to assess their academic growth and achievement performance relative to curricular expectations across grade levels; Goal Three – Ensure that staff are equipped to use evidence-based instructional practices and technology to make learning engaging, relevant, and inspiring.

<p>Oversight Group: Administrative Council</p>	<p>Relevant Data Sources: Current professional research and literature related to math instruction, Longitudinal district math IAR and MAP data</p>	<p>Anticipated Completion Date: June 2027</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
Math Team Meeting: Gather input from team related to needs and previous math work	Christine T. and Math Team	September 2025	Time	<ul style="list-style-type: none"> ● Increased vertical alignment and collaboration K-8; possible classroom visits - Complete
Vertical alignment tasks: Middle School members share program updates with K-4 team members	Christine T. and Math Team	November 2025	Time	<ul style="list-style-type: none"> ● Completed strengths and needs analysis - Complete
Team review of current literature and updated ISBE guidelines, selection of anchor text(s)	Christine T. and Math Team	November -January 2026	Time	<ul style="list-style-type: none"> ● Research reviewed; anchor text(s) chosen to guide rest of team’s work - Complete

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<p>Review of longitudinal math growth and achievement data; identify strengths and targeted areas for growth</p>	<p>Christine T and Math Team</p>	<p>January- April 2026</p>	<p>Time, District data from MAP, IAR</p>	<ul style="list-style-type: none"> ● Complete for 2025-2026 ● Will continue in 2026-2027.
<p>Review of Illinois Numeracy Plan</p>	<p>Christine T and Math Team</p>	<p>April-May 2026</p>	<p>Time, Illinois Numeracy Plan Draft</p>	<ul style="list-style-type: none"> ● Complete for 2025-2026. Will continue in 2026-2027 and guide professional learning for staff.
<p>Outline possible goals for Math Team 2026-2027 (including additional 2025-2026 math data review)</p>	<p>Christine T and Math Team</p>	<p>April – May 2026</p>	<p>Time</p>	<ul style="list-style-type: none"> ● The culminating focus will be to complete most of Step 1 of The Curriculum Review Cycle for K-4 math, including: <i>Needs Assessment, Research, Review</i> (Review current curricula, standards, student growth and achievement data, current research and best practices related to content area; research current available curriculum resources from various providers) – Will continue in 2026-2027
<p>Develop Math Team action plan for 2026-2027</p>	<p>Christine T and principals</p>	<p>June 2026 (tentative)</p>	<p>Time</p>	<ul style="list-style-type: none"> ● Research possible core program options to review for pilot in 2027-2028; Ongoing, will continue in 2026-2027

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Strategic Action Objective: Under the Board’s explicit direction, provide administrative support for the recruiting/hiring process to replace the retiring superintendent with an outstanding leader for the next generation.

Oversight Group: Board of Education

Relevant Data Sources: Supplied by Consulting Search Firm

Anticipated Completion Date: January, 2026

Activities to Implement the Objective:	Person(s) Accountable	Timeline Beg./End	Resources Needed: (Time, Professional Development, Supplies, etc.)	Anticipated Outcome/Measurement
- Board of Education identifies preferred consulting search firm	Board of Ed.	August 2025	Time, Search firm fees	- Firm is selected Completed
- Board search committee members collaborate with firm to establish recruiting and communications plan	Board of Ed., Director of Commun.	September 2025	Time, Communications resources	- Communications and recruiting plans developed and launched Completed
- Under Board direction, search firm establishes outreach/feedback opportunities for school community about hiring goals/desired attributes	District staff, Director of Communs.	Sept. – Oct. 2025	Time, Communications resources, Meeting locations	- Feedback obtained Completed
- Under Board direction, search firm recruits applicants; begins discernment process	Search firm consultants	Sept. – Oct. 2025	Time	- Viable candidates identified Completed
- Interview process proceeds	Search firm consultants, Board of Ed.	Nov. 2025	Time	- Finalists identified Completed

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<ul style="list-style-type: none"> - Finalist vetting and selection process occurs 	<p>Search firm consultants, Board of Ed.</p>	<p>Dec. 2025</p>	<p>Time, Meeting locations</p>	<ul style="list-style-type: none"> - Preferred candidate selected Completed
<ul style="list-style-type: none"> - Position offered, contract negotiated 	<p>Board of Ed., D90 attorney</p>	<p>Dec. 2025</p>	<p>Proposed contract; Possible counsel of employment attorney</p>	<ul style="list-style-type: none"> - Contract approved by Board of Education Completed
<ul style="list-style-type: none"> - Appointment announced; Introduction to school community 	<p>Board of Ed., Director of Commun., District staff</p>	<p>Jan. – Mar. 2026</p>	<p>Communications, Location for community “meet and greet”</p>	<ul style="list-style-type: none"> - New superintendent appointed and onboarded for employment Completed
<ul style="list-style-type: none"> - Transition planning 	<p>Board of Ed., New superintendent, Retiring superintendent, Director of Commun., Chief Operating Officer, Exec. Assistant to Superintendent</p>	<p>Apr. – June 2026</p>	<p>Time</p>	<ul style="list-style-type: none"> - Seamless leadership transition from departing superintendent to assuming superintendent In Progress

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Strategic Action Objective: Support and ensure the effective use of instructional time and high-quality teaching within the new RMS schedule to promote student learning				
Oversight Group: Tina Steketee, Anthony Petersen, Christine Trendel, Debbie Lubceck, Kevin Martin		Relevant Data Sources: RMS Schedule, content area curriculum plans (scope and sequence), and classroom assessment data		Anticipated Completion Date: 06/01/2026
Activities to Implement the Objective:	Person(s) Accountable	Timeline Beg./End	Resources Needed: (Time, Professional Development, Supplies, etc.)	Anticipated Outcome/Measurement
Communicate the enhanced RMS schedule to students, staff, and families.	T. Steketee/A. Petersen	04/2025 - 06/2026	-Staff collaboration time -Bulldog Weekly -family -Incoming 5th Grade Family Night	Increased awareness and understanding. Winter Progress Update: Planning February Incoming 5th grade Family Night Spring Progress Update: Activities completed
Share the enhanced schedule with students and establish clear routines at the start of the year/set expectations.	Grade level Team Leaders	08/2025	-Student Advisory Class -Building an Academic Community: <i>The Middle School Teacher's Guide to the First Four Weeks of the School Year.</i>	Reduction in transition time, observational/tardy data Winter Progress Update: All grade level teams completed Building an Academic Community: <i>The Middle School Teacher's Guide to the First Four Weeks of the School Year.</i>

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<p>Provide professional development on time management and active learning strategies via the Responsive Classroom resource (<i>Building an Academic Community</i>)</p>	<p>Instructional Specialists, Department Leaders, and teachers</p>	<p>08/2025-09/2025</p>	<p>-Grade level team time -<i>Building an Academic Community: The Middle School Teacher's Guide to the First Four Weeks of the School Year.</i></p>	<p>Spring Progress Update: Activities completed</p> <p>Active learning strategies foster an inclusive academic community, leading to greater student engagement, a sense of belonging, and positive classroom relationships. Effective time management with increased productivity results in less stress and increased instructional time for students.</p> <p>Winter progress Update: In progress</p> <p>Spring Progress Update: Continue to seek Responsive Classroom professional development opportunities for the summer</p>
<p>Regularly review and analyze content area assessment data (benchmarks, progress tests).</p>	<p>Instructional Specialists</p>	<p>Q1 through Q4, Ongoing</p>	<p>-Assessment data - department meeting collaboration time</p>	<p>Growth in key content standards. Use assessment results to set content-specific goals, guide instructional planning, and evaluate program effectiveness.</p>

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<p>Implement instructional coaching cycles focused on effective strategies for math and ELA teachers (includes pre-conference, lesson planning, modeling/observation, feedback, and reflection)</p>	<p>MTSS Team Teachers</p>	<p>Ongoing</p>	<p>-Coaching release time -Observation tools</p>	<p>Winter progress update: In progress. SIP update for ELA and Math scheduled in February.</p> <p>Documented teacher growth in instructional practice; improvements in student assessment data</p> <p>Spring Progress Update: February Board of Education Committee of the Whole Math presentation</p> <p>End of the year SIP Goal Review</p> <p>Spring Progress Update: In progress</p>
<p>MTSS weekly meetings focused on identifying class-wide and individual trends and opportunities for differentiation.</p>	<p>MTSS Team Teachers</p>	<p>Ongoing</p>	<p>-Weekly grade level MTSS meetings -Quarterly MTSS/GPS Meetings</p>	<p>Tailored interventions, targeted differentiation, and improved student outcomes through ongoing monitoring and adjustment of strategies.</p> <p>Winter Progress Update: Fall GPS /data review meeting completed. (10/25 GPS and 12/25 Data review)</p>

Long-Range Goal: Instructional Time at RMS

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

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				<p>Spring Progress Update: Continue to calibrate the MTSS model with RMS</p> <p>Continue to improve and enhance the MTSS systems in 4th to 5th grade transition areas.</p>
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<i>Strategic Objective: Provide structured staff development opportunities for faculty members to receive training in the use of Responsive Classroom strategies and encourage their consistent use across and throughout D90 schools.</i>				
Oversight Group: Administrative Team		Relevant Data Sources:		Anticipated Completion Date: Summer 2026
Activities to Implement the Objective:	Person(s) Accountable	Timeline Beg./End	Resources Needed: (Time, Professional Development, Supplies, etc.)	Anticipated Outcome/Measurement
Provide training to District 90 certified staff in the principles of Responsive Classroom	Lubeck	Fall '25- Summer '26	Financial Resources for PD, time for training	<p>Partner with Responsive Classroom to develop a training plan based on currently trained staff and available training options</p> <p>Winter Progress Update: Responsive Classroom has released new one day training with a variety of topics and will be releasing a new Hybrid training option in April. The administrative team will review the training options for staff who have not yet been trained this spring.</p> <p>Spring Progress Update: The administrative team has identified training opportunities for all staff in D90 who have not yet been trained and for some staff to receive advanced/specialized training.</p>

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<p>Create common expectations for the implementation of Responsive Classroom Principles</p>	<p>Lubeck, building admin</p>	<p>End of first trimester</p>	<p>Meeting Time</p>	<p>List of Common Expectations by level</p> <p>Winter Progress Update: RMS Teachers are using time in team meetings to reflect on Responsive Classroom implementation. Elementary Teachers/ Staff have dedicated time for morning meetings and quiet time and have discussed adding dedicated time for a closing routine at the elementary level.</p> <p>Spring Update: Elementary teachers are continuing to dedicate time for morning meetings and quiet time and continue to work towards dedicated closing routines. Time to incorporate Responsive Classroom principles remains a priority as building schedules are being developed for 26-27.</p>
<p>Dedicate time for staff to discuss and reflect on Responsive Classroom implementation (BLT/SIP, staff, team meetings, afterschool Professional Collaboration meeting, District Institute Day)</p>	<p>Building admin</p>	<p>Ongoing</p>	<p>Meeting Time</p>	<p>Meeting agendas/minutes</p> <p>Winter Progress Update: Responsive Classroom implementation is being included in reflective conversations with individual staff as part of the evaluation cycle and team meetings. The MTSS committee at Roosevelt has been working on ways to embed</p>

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				<p>Responsive Classroom language into Tier 1, has worked to identify where High 5 goals align with Responsive Classroom principles and where common expectations are taught to students.</p> <p>Spring Update: The RMS MTSS team has completed work related to common expectations and Responsive Classroom tired responses. The elementary buildings have continued to use various structures to review Responsive Classroom principles (BLT/SIP, staff, team meetings, GPS student discussion, etc.)</p>
<p>Continue to utilize Responsive Classroom during RMS Advisory</p>	<p>RMS Admin</p>	<p>Ongoing</p>	<p>Instructional resources, planning time</p>	<p>Advisory scope & sequence</p> <p>Winter Progress Update: The Roosevelt team is using Fly Five as an instructional resource for Digital Citizenship and continuing to implement Responsive Classroom as an instructional resource for Advisory.</p> <p>Spring Update: The Roosevelt team has continued to refine their use of Responsive Classroom Advisory program, incorporating Fly Five</p>

Essential Objective: Meet the Social/Emotional Needs of All Learners

Leader(s): Lubeck, Stekete, Gerges, Godfrey *Mid-Year* *Final*

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				lessons specific to grade level student needs as an instructional resource.
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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 25-26 fiscal year	Chief Operations Officer, ADCO, Board Finance Committee	9/16/25	- Time, input from ADCO	Final draft of 25/26 budget to present to Board of Education at 9/16/25 Board meeting for formal adoption COMPLETED
Prepare long-range financial projections	Chief Operations Officer, Board Finance Committee	Nov 2025 COW Meeting	- Time to collaborate and time to build projections	Proposed Long Range Financial Projections COMPLETED
Formation of list of potential efficiencies (personnel and non-personnel) using long-range financial projections as a baseline	Chief Operations Officer, ADCO	Jan 2026 – Mar 2026	- Time to collaborate - Time to identify initiatives that have run their course - Time to prioritize	First draft of list of efficiencies to present to Finance Committee COMPLETED

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<p>Model efficiencies into draft long-range financial projections and other documents to analyze metrics for potential Board Policy changes</p>	<p>Chief Operations Officer, ADCO</p>	<p>Mar 2026 – April 2026</p>	<p>- Time</p>	<p>Draft long-range financial projections, draft site-based exp. report and draft OEPP calculation</p> <p>MODELING OF EFFICIENCIES DEEMED NOT NECESSARY PER DECISION TO BEGIN STRATEGIC FINANCIAL PLAN PROCESS</p>
<p>Monitor and review current FY 26 budget to actual expenditure variances (specifically salaries and benefits) to determine if an Amended Budget would be necessary.</p>	<p>Chief Operations Officer, ADCO, Board Finance Committee</p>	<p>May 2026 – June 2026</p>	<p>- Time</p>	<p>Amended 25/26 budget to present to Board of Education for formal adoption, if necessary</p> <p>NOT NEEDED CURRENTLY</p>
<p>Board discussion and decision on potential balanced budget policy and any potential other new policies</p>	<p>Chief Operations Officer, BOE</p>	<p>May 2026 – June 2026</p>	<p>- Time</p>	<p>Balanced budget and other potential new policies, if necessary</p> <p>STRATEGIC FINANCIAL PLAN DISCUSSIONS UNDERWAY</p>

**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.*

Long-Range Goal: Establish District AI Plan and Guidelines

Leader(s): Kevin Martin

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Strategic Action Objective Plan Template

Strategic Action Objective: <i>Establish District-wide AI plan/guidelines addressing appropriate integration of AI</i>				
Oversight Group: Kevin Martin, Anthony Petersen, Ed Condon		Relevant Data Sources: <i>Research,</i>		Anticipated Completion Date: <i>06/30/2026</i>
Activities to Implement the Objective:	Person(s) Accountable	Timeline Beg./End	Resources Needed: (Time, Professional Development, Supplies, etc.)	Anticipated Outcome/Measurement

River Forest District 90

Strategic Action Objective Plan Template

Engage stakeholders to determine needs, concerns and expectations	Innovation Committee	Oct. '25 – Jan. '26	Meeting times/dates and surveys	<ul style="list-style-type: none"> Gain a better understanding of the wants/needs of staff and students in terms of AI – Completed
Develop vision for AI guidelines	Innovation Committee	Oct. '25 – Jan. '26	Meeting times/surveys	<ul style="list-style-type: none"> Draft guidelines to be reviewed by Innovation Committee in Feb. – Completed
Engage stakeholders to determine needs, concerns and expectations	Innovation Committee	Oct. '25 – Jan. '26	Research on best practices in other districts, such as New Trier 203	<ul style="list-style-type: none"> Use Innovation Committee members to conduct research; develop appropriate protocols – Ongoing
Outline and develop an AI best practices and protocols guidelines	Innovation Committee	Jan. '25 – Feb. '26	Time, Draft guidelines	<ul style="list-style-type: none"> Draft guidelines to be reviewed by Innovation Committee in Feb. – Completed
Provide and seek out professional development to staff on AI	Innovation Committee	Feb. '26	Time – 2/27/26 Planning time	<ul style="list-style-type: none"> PD on desired AI applications, risks, etc. – Ongoing
Refine guidelines as part of future instructional technology review	Innovation Committee	Est. Fall 2026	Feedback from stakeholders	<ul style="list-style-type: none"> Solicited feedback from stakeholders on current guidelines; adjust D90's AI procedures if needed – Ongoing

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Strategic Action Objective Plan Template

Strategic Action Objective: SLC members will work with their school BLT committees to identify school-specific activities and initiatives that have been successful in promoting positive changes in organizational climate, with the goal of continuing effective strategies and contemplating the addition of new ones.

Oversight Group: SLC, Building Leadership Teams	Relevant Data Sources: Feedback from SLC members about school-specific climate strategies in use at the respective buildings	Anticipated Completion Date: June 2026
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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
- SLC members will identify the activities and initiatives currently in use at their schools to support positive climate	SLC membership	Sep. – Oct. 2025	SLC meeting time, BLT meeting time	Feedback from staff – Complete
- Establish a log to inventory the strategies that are currently in use, after discussing their practical implementation	SLC membership	Oct. 2025	Meeting/discussion time	Completed inventory - Complete
- Request that BLT members discuss identified strategies with the BLT to determine their perceived effectiveness	SLC and school BLT membership	Nov. 2025	Meeting/discussion time	Feedback from schools for SLC discussion and consideration - Complete
- SLC members will share strategies in use at other schools and discuss scalability, using SLC group as clearinghouse	SLC membership	Jan. – Feb. 2026	Meeting/discussion time	Inventory updated to reflect the introduction or trial of different strategies at different schools – Complete
- Follow-up discussion with SLC to share feedback/plot direction	SLC membership	Mar. – Apr. 2026	Meeting/discussion time	Agreements made with BLT’s and building leaders about trial initiatives Complete

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Strategic Action Objective Plan Template

Strategic Action Objective: Demonstrate professional trust for faculty decision-making by providing flexible work time on October 31 intended for collaboration.				
Oversight Group: SLC		Relevant Data Sources: Feedback from faculty/staff colleagues		Anticipated Completion Date: October 31, 2025
Activities to Implement the Objective:	Person(s) Accountable	Timeline Beg./End	Resources Needed: (Time, Professional Development, Supplies, etc.)	Anticipated Outcome/Measurement
- Brainstorm/identify list of professional choice options	SLC subcommittee	May 2025	Time	List created (tentative): - Vertical/Horizontal collaboration - Parent Communications/Outreach - Workspace Management - Curriculum Planning, Design, or refinement - Review of student Special Ed needs - Student Feedback Complete
- Develop menu of options for teachers to select from	SLC, ADCO	Summer 2025	Time, ISBE professional development guidelines	Flexible and purposeful planning to submit to ISBE Complete
- Communications to faculty/staff about plans	ADCO	October 2025	Building meeting time/space, building bulletins/newsletters	Increased awareness of PD design and work/focus of SLC Complete
- Implementation of PD day	D90 staff and admin.	October 31, 2025	Meeting locations, time	Allocation of afternoon for self-directed, flexible work time for staff

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Strategic Action Objective Plan Template

- Administer post-PD survey	C&I staff	October 31, 2025	Survey instrument	Feedback gathered around the use and perception of flexible PD time Complete
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Strategic Action Objective Plan Template

<i>Strategic Action Objective: Conduct comprehensive professional development survey to gather feedback from staff related to needs and perceptions about effectiveness.</i>				
<i>Oversight Group: SLC</i>		<i>Relevant Data Sources: Staff and administrative feedback</i>		<i>Anticipated Completion Date: Fall, 2025</i>
Activities to Implement the Objective:	Person(s) Accountable	Timeline Beg./End	Resources Needed: (Time, Professional Development, Supplies, etc.)	Anticipated Outcome/Measurement
- Acquire feedback from teaching and learning group	Select faculty, instructional specialists, ADCO	Spring 2025	Meeting time, feedback from colleagues	Updated draft of survey instrument - Complete
- Communications to staff via email regarding opportunity to participate in survey; reminders	Trendel	May-June 2025	Email survey link	Survey results - Complete
- Identify times when staff can take survey at school (i.e. Thursday meetings, 5/23)	Trendel and principals	May-June 2025	Email survey link, time on calendar	Additional survey results - Complete
- Review of survey results; incorporate findings into professional development plans for next year	Trendel, SLC subcommittee, instructional specialists, teacher leaders, ADCO	July-Sep., 2025	Time to collaborate virtually or meet in person to review and discuss results/findings	Trends in survey results identified and incorporated in PD planning for 2025-26 school year - Complete

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Strategic Action Objective Plan Template

<ul style="list-style-type: none">- SLC share additional ways for teachers to give feedback related to PD	SLC	October 2025	SLC Meeting, notes	Team leaders to gather feedback and share at SLC and/or BLT meetings - Complete
<ul style="list-style-type: none">- CT to give PD previews and updates at SLC	SLC	Ongoing	SLC Meeting, notes	SLC to share feedback and input at SLC and also share information at BLT and team meetings - Complete

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Strategic Action Objective Plan Template

Strategic Action Objective: <i>Formalize the new teacher and mentor partnership program with guidance for suggested timelines, topics, and activities.</i>				
Oversight Group: SLC		Relevant Data Sources: <i>Current mentorship and new teacher orientation program, best practices as evidenced by research</i>		Anticipated Completion Date: Fall 2025
Activities to Implement the Objective:	Person(s) Accountable	Timeline Beg./End	Resources Needed: (Time, Professional Development, Supplies, etc.)	Anticipated Outcome/Measurement
- Review the current mentor partnership program	Trendel, teaching and learning team	Spring 2025	Time to meet/plan	Identification/understanding of current program elements - Complete
- Develop mentor/mentee meeting calendar with list of topics to discuss; recommended meetings	Trendel, teaching and learning team	Summer 2025	Time to meet/plan	Completed list and calendar - Complete
- Plan District-wide new teacher meetings after school for relevant group topics (several per year)	Trendel, ADCO, teaching and learning team	Summer 2025	Time to meet/plan, Hospitality for new teacher meetings	New teacher meeting schedule - Complete
- Provide new teachers with resources about who can assist with questions on key topics	ADCO, District Office staff	Summer 2025	Time to create resources/guidance	Completed resources/guidance - Complete
- Gather feedback from current new teachers, mentors, and new teachers (2025) after orientation about program supports, etc.	Trendel, teaching and learning team	Fall 2025	Time, survey instrument	Survey feedback to inform future programming decisions - Complete

Long-Range Goal: SLC – Teaching and Learning 2

Leader(s): Trendel, Condon

Mid-Year _____ Final X

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Strategic Action Objective Plan Template

-Gather feedback from SLC about mentor and new teacher program, share best practices about new teacher program supports, gather ideas from SLC for improvements	SLC	Spring 2026	SLC meeting time, new teacher mentor resources	SLC input and feedback to inform change for new teacher orientation and mentor programming for 2026-2027 - Complete
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