



River Forest  
Public Schools

**RIVER FOREST PUBLIC SCHOOLS  
DISTRICT 90  
STRATEGIC PLAN, 2015-2020**

**MISSION:** To inspire a love of learning and ensure educational excellence for every child.

**VISION:** A thriving and inclusive learning community will enable our students to become:

- Critical and creative thinkers and problem solvers
- Socially and emotionally competent, ready to live purposeful lives
- Self-aware, curious and persistent learners, eager to pursue their passions
- Skilled communicators and collaborators
- Self-sufficient, responsible and resilient

**CORE VALUES/ COMMITMENTS:**

**We believe in the enduring value of providing for the development of the whole child.**

*We will focus on providing a multi-faceted educational program that is rich, rigorous and relevant in an environment that nurtures each child's uniqueness.*

**We believe successful learners are critical thinkers and problem solvers.**

*We will prepare all students for college and careers by providing a differentiated learning experience that meets the needs of students as they prepare for the future.*

**We believe that when students are self-reliant and take responsibility for their own learning they achieve higher academic, social and emotional success.**

*We will guide students toward self-sufficiency and responsibility for setting goals, monitoring progress, and being able to report their results.*

**We believe that social and emotional competencies foster a positive and healthy school and district culture.**

*We will identify and promote behaviors and actions that contribute to a culture and climate that is healthy, positive and promotes self-confidence.*

**We believe that an engaging and innovative learning environment is critical to the learning success of all students.**

*We will enrich and enhance instruction through the use of technology, and prepare our students for digital citizenship.*

**We believe in setting and meeting high academic expectations. We will provide a stimulating academic environment through excellent teaching.**

**We believe in equity and inclusivity for all. We will ensure that every student feels empowered to achieve to his or her full potential, commit to provide equitable opportunities for all learners, grow an inclusive school community, and demonstrate we value diversity.**

**We believe that two-way communication and collaboration between home, school and district leads to improved performance of both students and staff.**

*We will build strong relationships and connections with our families and communities to partner in ensuring that each student grows and achieves.*

**We believe that continuous improvement moves an individual, team, school and district to a higher level of performance.**

*We will develop strategic action plans that are aligned with our goals and hold us responsible for our results. We will be accountable for these results through regular and timely monitoring and reporting.*

**We believe that access to timely data and clear information accelerates both teaching and learning.**

*We will use valid student learning data and information to guide instruction and to plan and implement enrichment, acceleration, and intervention.*

**We believe that, to improve continuously, District 90 must have adequate and aligned resources of people, money and time.**

*We will utilize our resources responsibly to ensure trust, respect, pride, and the satisfaction of our community.*

## GOALS AND STRATEGIES:

**GOAL: STUDENT GROWTH & ACHIEVEMENT - Ensure continuous development, growth and achievement for all students.**

Key Indicators: To be determined by Action Team

**Strategy 1:** *We will align professional development and other supports to guarantee that our curriculum, assessments, resources, and instruction reflect best practice and address social-emotional competencies and rich, rigorous academic expectations.*

**Strategy 2:** *We will ensure that students and families fully understand academic and social-emotional goals and expectations and receive timely feedback on student progress.*

**GOAL: LEARNING ENVIRONMENT - Cultivate a positive learning environment that meets the physical, academic, and social-emotional needs of every student.**

Key Indicators: To be determined by Action Team

**Strategy 3:** *We will optimize the use of time to improve opportunities for learning.*

**Strategy 4:** *We will use our resources wisely to maintain and improve our facilities in order to ensure safe, nurturing and innovative physical environments.*

**GOAL: HIGH QUALITY WORKFORCE - Recruit, develop, support and retain a high-performing and diverse staff that practices collaboration and pursues continuous improvement.**

Key Indicators: To be determined by Action Team

**Strategy 5:** *We will further professional development of both certified and non-certified staff to enhance differentiated instruction, enrichments, and interventions that address achievement disparities and ensure equal access to rigorous expectations for every student.*

**Strategy 6:** *We will effectively and efficiently collaborate to improve student achievement.*

**Strategy 7:** *We will improve shared decision-making structures and processes to ensure an optimal work environment.*

**GOAL: FAMILY AND COMMUNITY PARTNERSHIP — We will foster partnerships and shared responsibility between schools, families and the community to enrich the lives of all stakeholders.**

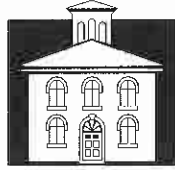
Key Indicators: To be determined by Action Team

**Strategy 8:** *We will support partnerships with families and the community by exchanging information and ideas in a transparent and purposeful manner.*

**GOAL: RESOURCES — We will continue to demonstrate effective and efficient business operations and ensure excellent stewardship of public resources.**

Key Indicators: To be determined by Action Team

**Strategy 9:** *We will ensure that our resources are prioritized and aligned to district goals to enable us to achieve our mission and vision.*



## STRATEGIC PLANNING (2015-2020) – *Action Objectives*

### Strategy 1

- Continue implementation of Common Core with emphasis on Writing, Science, Social Studies, and Mathematics
- Continue to utilize research-based SEL experiences to support student learning and growth (i.e. CHAMPS, Second Step)
- Continue efforts to articulate and align curriculum across grade levels
- Identify and implement instructional strategies to improve equity

### Strategy 2

- Re-evaluate D90 program of standardized assessment, incorporating stakeholder feedback mechanism in review
- Review and refine the District 90 system of reporting on student progress

### Strategy 3

- Investigate research-based strategies that maximize the use of instructional time to align programming with priorities

### Strategy 4

- Incorporate improved knowledge of ergonomics, learning preferences, accessibility, and contemporary instructional practices in classroom design
- Support ongoing technology deployments (hardware, software, and infrastructure)
- Investigate and implement improved safety innovations

### Strategy 5

- Introduce concept of Universal Design for Learning (UDL)
- Development of PDC – identity, expectations, and function

- Expand and support highly-engaging instructional learning experiences
- Seek opportunities to leverage assets from community partners in offering supplementary programming alternatives for qualifying students and families
- Provide ongoing professional development in technology to meet identified staff needs
- Expand the repertoire of problem-based learning experiences for students

## Strategy 6

- Re-envision the roles of the school media centers as instructional and technology resources for students and staff
- Provide ongoing professional development to support collaborative structures

## Strategy 7

- Collaborate with faculty and staff to explore and select a unified learning management system
- Refine a plan to establish preferred instructional resources for math, writing, and science instruction (in consideration of available online/electronic content)
- Improve school climate through the use of District structures designed to function through a shared decision-making approach

## Strategy 8

- Investigate and launch a District 90 data dashboard and/or Strategic Planning scorecard to provide timely feedback for stakeholders and the community
- Continue to support the Inclusiveness Advisory Board (IAB) with the goal of improving equity and inclusiveness for all stakeholders

## Strategy 9

- Continue to utilize and refine “resident-friendly” financial reporting initiatives

Strategy #



River Forest Public Schools  
Strategic Plan Action Objective

*SMART Goal Planning Form*

**Objective:** Continue to support the Inclusiveness Advisory Board (IAB) with the goal of improving equity and inclusiveness of all stakeholders

*Specific Elements – (WHO? WHAT?)*

*Measurement/Assessment – (HOW?)*

*Attainability – (REASONABLE?)*

*Relevance/Realism – (EXPECTED RESULT?)*

*Time Frame – (WHEN?)*

## Strategic Plan Action Objective Assignments 2016-17

<u>Strategic Goal/Action Objective</u>	<u>Team Assigned</u>
SG and A - "A" (Curriculum)	PDC, Applicable Curr. Committees
SG and A - "B" (Equity)	IAB and Equity Committee
SG and A - "C" (Assessment)	Ad Hoc Assessment Committee
SG and A - "D" (Progress Reporting)	SLC
LE - "A" (Advisory)	RMS BLT and Social Workers
LE - "B" (Flex Space)	Ad Hoc Flex Space Committee
HQW - "A" (ID of Performance Gaps)	ADCO, Data Review Committee
HQW - "B" (Instructional Collaboration)	Yet to be determined
F and CP - "A" (IAB Communication)	Board Communication Committee
F and CP - "B" (Strategic Plan Reporting)	Board Communication Committee
Resources - "A" (Annual Review)	Resources Action Objective Team

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

**Strategic Action Objective:** During the 2016-17 school year, information about the Inclusiveness Advisory Board's (IAB) activities and progress will be regularly disseminated through the District's normal communications channels. By the end of the 2016-17 school year, the District's students and families, faculty and staff, and other key members of the community will have received a minimum of three communications that support and inform the District 90 community about the IAB's efforts to improve the equity and inclusiveness of all stakeholders.

**Oversight Group:** BOE Communications Committee

**Relevant Data Sources:** Relevant information from Inclusiveness Advisory Board

**Anticipated Completion Date:** May/June 2017

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, starting in September 2016	D90 Communications Coordinator	1. Sept. 2016 (ongoing)	Calendar of IAB meetings	Using normal District communications channels, three communications to District families, faculty & staff, and community will be completed by the end of the 2016-17 school year.
2. Maintain ongoing contact with Superintendent and IAB chair.	Communications Coordinator	2. Bi-monthly during 2016-17 School Year	Contact information for IAB chair and other key individuals	
3. Attend any special meeting or events that are sponsored or endorsed by the IAB.	Communications Coordinator	3. As scheduled		
4. Determine the appropriate communication channels to distribute IAB information.	Board Comm. Chair, Superintendent, Communications Coordinator	4. Dec 2017		

## River Forest District 90

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

**Strategic Action Objective:** During the 2016-17 school year, the creation of a user-friendly communications vehicle and/or scorecard will be researched, developed, and prepared for launch in order to inform the District 90 community on the progress and implementation of the Strategic Plan.

**Oversight Group:** BOE Communications Committee

**Relevant Data Sources:** INSPRA, local colleges/universities, and major not-for-profits in the greater Chicagoland area;

**Anticipated Completion Date:** June 2017

Activities to Implement the Objective:	Person(s) Accountable	Timeline Beg./End	Resources Needed: (Time, Professional Development, Supplies, etc.)	Anticipated Outcome/Measurement
1. Develop list of contacts from local colleges/universities, major not-for-profits, and other school districts for best practices information on scorecards/reports.	Communications Coordinator	Sept./Oct. 2016	Research materials, such as books, articles, and samples of progress reports/scorecards;	By the end of the 2016-17 school year, the Family and Community Partnership Team will create a user-friendly progress report/scorecard and schedule a launch date for the delivery of Strategic Plan progress reports and updates.
2. Reach out to the list of contacts and INSPRA members for information on progress reports/score card examples.	Communications Coordinator	Sept./Oct. 2016		
3. Develop 2-3 prototypes of progress reports/scorecards for review by the Action Objective Team.	Comm. Coord. and the Action Objective Team	Jan/Feb 2017		
4. Draft a communications and launch plan to inform key stakeholders about the progress of the Strategic Plan.	Communications Coordinator	Apr/May 2017		



River Forest District 90

**Strategic Action Objective Plan Template**

**Strategic Action Objective: Identification of Performance Gaps:** During the 2016-2017 school year, a D90 Data Analysis Team will be formed to analyze D90 performance data and determine achievement gaps. This information will be shared with building level data teams for the development of a 3-5 year plan(s) incorporating highly engaging/project-based learning experiences to ensure specified students meet the expected growth targets.

**Oversight Group: Grade Level:** ADCO,  
Data Review Committee

**Relevant Data Sources:** NWEA MAP, PARCC

**Anticipated Completion Date:** Spring 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	The creation of a Data Review Committee
2. Identify protocols and process for reviewing data and identifying performance achievement gaps.	Data Review Committee	June 2017	Collaboration Time, Access to a variety of Data Analysis protocols and resources	Systematic tool that is utilized to examine data in D90.
3. Review existing data to identify District level achievement gaps.	Data Review Committee	Fall 2017	Access to PARCC, MAP and other relevant student data	Identified D90 Achievement Gaps
4. Share identified protocols and achievement data with Principals and Building Leadership teams for the development of 3-5 year plan(s) incorporating highly	Principals, BLT	Spring 2018	Data Protocols, Collaboration time, Performance Data	Awareness of achievement gaps and development of building/grade level plans to meet student growth targets.

*Leader(s): Tina Steketee, Casey Godfrey, Ed Condon*

Mid-Year	<u>X</u>	Final
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*River Forest District 90*

## Strategic Action Objective Plan Template

engaging/project-based learning experiences to ensure specified students meet the expected growth targets.				
5. Create differentiated highly engaging/project-based learning experiences to ensure specified students meet the expected growth targets	Grade Level teams/ Departments/Principals	Fall 2018	Collaboration Time, Resources, Standards,	Differentiated highly engaging/project-based learning experiences

River Forest District 90

## Strategic Action Objective Plan Template

**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.

**Oversight Group:** ADCO, Grade Level Teams, Department Teams

**Relevant Data Sources:** Illinois Learning Standards, NGSS, Instructional Resources

**Anticipated Completion Date:** May, 2019

Activities to Implement the Objective:	Person(s) Accountable	Timeline Beg./End	Resources Needed: (Time, Professional Development, Supplies, etc.)	Anticipated Outcome/Measurement
1. Grade level/department teams meet to determine best unit for collaborative development	- Grade Level Leaders - Department Chairs - Classroom teachers - Principals, Director of C&I	Fall 2018	1. Professional collaboration time	1. Completed collaborative thematic unit for each grade level/department
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.)		Sep. 2018	2. Access to instructional resources, standards, sites	
3. Team members complete requisite elements and compile final product		Oct. 2018– Mar. 2019		
4. Building principal or Director of Curriculum and Instruction provide consultation/assistance, as needed		Oct. 2018– Mar. 2019		
5. Completed instructional materials shared among teachers for classroom use		Apr. 2019		

## River Forest District 90

**Strategic Action Objective Plan Template**

**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

**Relevant Data Sources:** Inclusivity Advisory Board Survey 2015

**Anticipated Completion Date:** August 2017

Activities to Implement the Objective:	Person(s) Accountable	Timeline Beg./End	Resources Needed: (Time, Professional Development, Supplies, etc.)	Anticipated Outcome/Measurement
Formation of Advisory Council	Larry Garstki Mandy Ross	Sept. '16	Professional meeting time	A decision-making committee will be formed.
Create a schedule in the school day that can allow for a student to teacher ratio between 1:12 - 1:15 for the advisory.	Advisory Council	Oct. '16	Meeting time	A school schedule that can accommodate an advisory period without affecting the teachers' contracted time.
Create an advisory curriculum for the program, and other related activities that will potentially take place during advisory.	Sub-Committee from Advisory Council	Oct. '16	Professional journals and books as reference materials.	Advisors will have a curriculum to follow with guidelines and expectations for implementation of the advisory program.
Provide Professional Development for teachers to become good advisors.	Sub-Committee from Advisory Council	Nov '16. - May '17	Consultants, professional development workshops for teachers.	Teachers will be prepared and informed on how to conduct a productive advisory.
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. '17		A method for acquiring constructive feedback for improvement of the advisory program.

River Forest District 90

**Strategic Action Objective Plan Template**

**Strategic Action Objective:** In September 2016, establish a district wide working group consisting of administrators and faculty. This group will make recommendations for purchasing educational equipment and redefining existing space to address students' sensory, emotional and physical needs.

**Oversight Group:** Strategic Plan Committee. Garstki, Cozzi, Martin

**Relevant Data Sources:** Creative Learning Spaces. Innovative School Designs

**Anticipated Completion Date:** May, 2017

Activities to Implement the Objective:	Person(s) Accountable	Timeline Beg./End	Resources Needed: (Time, Professional Development, Supplies, etc.)	Anticipated Outcome/Measurement
1. A committee of teachers and administrators will be organized to make decisions regarding school furniture purchases.	- Cozzi, Garstki, Martin	Sept./October 2016	1. Professional Collaboration time.	1. Creative education furniture purchases that allows for more flexible usage in smaller spaces and for student engagement.
2. The committee will review and research innovative school furniture.	-Strategic Plan Committee	Nov./Dec. 2016	2. Furniture consultants from innovative spaces and other furniture companies.	2. Recommendations for purchases.
3. A priority list of spaces will be created that allows for creative solutions to space issues and increased student engagement.	-Cozzi, Garstki, Martin	Jan-May, 2017		3. Prioritized list.
4. Final purchases of furniture will be made for those spaces most in need of assistance-to-increase-usable-space in the classroom.	-Strategic Plan Committee	May 2017		4. Completed purchases.

Long- Range Goal: Assessments

Leader(s): Karen Boozell, Alison Hawley, Diane Wood Mid-Year   X   Final       

River Forest District 90  
**Strategic Action Objective Plan Template**

<b>Strategic Action Objective:</b> 2016-20 – D90 will continue to engage in professional development and formal collaboration that supports and fully aligned and articulated curriculum specific to CCSS, NGSS, IL Social Studies Standards, and IL SEL Learning Standards, promoting success for all students a identified through shared assessments, highly engaging and differentiated instructional practices, and the use of high quality evidence-based resources. The D90 MLT will identify and implement key components 2016-17.				
<b>Oversight Group:</b> PDC and relevant Curriculum Committees		<b>Relevant Data Sources:</b> Faculty surveys, best practices research, Principals to Action (NCTM), rubrics for evaluation of resources		<b>Anticipated Completion Date:</b> 2020
Activities to Implement the Objective:	Person(s) Accountable	Timeline Beg./End	Resources Needed: (Time, Professional Development, Supplies, etc.)	Anticipated Outcome/Measurement
1. Establish District Curriculum Review Cycle Timeline	C & I	Spring 2017	None	District document
2. Develop Curriculum Review Cycles Process	C & I	Spring 2017	None	District document
3. Form Content Area Committee (Math)	C & I	Spring 2016	None	Fully representative committee (grade levels and schools)
4. Draft Content Area Vision Statement	Content area committee	2016-17	Committee meetings, support from consultant, best practices resources	Draft vision for high-quality teaching within the content area
5. Review of available resources aligned to standards (pilot if appropriate)	Content area committee	2016-17	Sub-committee, consultant guidance	Materials recommendation

6. Provide professional development plan for implementation support	C & I, Content area committee, consultant, PDC	2017-18	Institute Days, professional collaboration meetings, grade level meetings, School Improvement Days	Professional development plan, scope and sequence for instruction, expectation for use of resources, feedback loop to determine needed supplements
7. Creation of Assessment Plan	Content area committee, instructional specialists, C & I	2018-20	Outside providers/resources (online platforms, alignment support), committee meetings, professional collaboration/dept. meetings	Common performance tasks for content area

*River Forest District 90***Strategic Action Objective Plan Template*****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.

<b><i>Oversight Group:</i></b> <i>IAB and Equity Committee</i>	<b><i>Relevant Data Sources:</i></b> <i>Research-based Pedagogy</i>		<b><i>Anticipated Completion Date:</i></b> <i>May 2020</i>	
<b>Activities to Implement the Objective:</b>	<b>Person(s) Accountable</b>	<b>Timeline Beg./End</b>	<b>Resources Needed: (Time, Professional Development, Supplies, etc.)</b>	<b>Anticipated Outcome/Measurement</b>
1. Review information from the Equity Committee and Data Analysis Team about specific programming models that support high student engagement (UDL, Problem based Learning, Co-Teaching, etc.)	ADCO/PDC	March/April 2017	- Professional Collaboration Time  - Current student engagement research  - Time for classroom & school observations/visits	1. Recommendations for programming models that will increase student engagement.
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	See above	2. Staff and community members will continue this important work with an understanding of urgency.
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	3. Curriculum recommendations that will increase engagement and student outcomes for all students.



## River Forest District 90

**Strategic Action Objective Plan Template****Strategic Action Objective:**

During the 2016-17 school year, a committee of District 90 stakeholders will collaborate, analyze and recommend a refined student assessment calendar that ensures that the District's program of standardized assessments effectively reflects both required accountability elements as well as the essential measurements of student achievement that must inform instruction. This process will engage varied stakeholder groups and be clearly communicated throughout the District 90 community.

**Oversight Group:**  
Ad Hoc Committee

**Relevant Data Sources:**  
Current assessment portfolio including  
classroom assessments, relevant research

**Anticipated Completion Date:**  
May 2017

Activities to Implement the Objective:	Person(s) Accountable	Timeline Beg./End	Resources Needed: (Time, Professional Development, Supplies, etc.)	Anticipated Outcome/Measurement
1. Form a committee to set our purpose & rationale: <ul style="list-style-type: none"> <li>Why are we here?</li> <li>What are we trying to accomplish?</li> </ul>	- Psychologist	January 2017	1. Professional collaboration time	1. Recommendation for revised assessment portfolio
2. Analyze what information is gathered & how it is used	- Parent		2. Assessment calendar	2. Revised assessment timeline/calendar
3. Review assessment best practices	- Classroom Teacher	March 2017	3. Assessment research	
	- Administrators	April 2017	4. Assessment description	
4. Review what we currently have in place (including assessment schedule) and make recommendations to ADCO for modifications, as needed	- Instructional Specialist	May 2017		
	- Technology Specialist			

Long-Range Goal: Progress Reporting

Leader(s): Karen Boozell, Alison Hawley, Diane Wood

Mid-Year   X   Final       

River Forest District 90  
**Strategic Action Objective Plan Template**

<b>Strategic Action Objective:</b> During the 2016-17 school year, the Superintendent's Leadership Council (SLC) will research and develop a staged, multi-year plan that will lead to the implementation of a standards-based student progress reporting system (report cards), addressing the progression of learning specific to the CCSS, NGSS, the Illinois Social Studies Standards, and Illinois Social Emotional Learning Standards.				
<b>Oversight Group:</b> Superintendent's Leadership Council (SLC), content area committees, ADCO		<b>Relevant Data Sources:</b> Current assessment calendar/portfolio, student report cards, State mandated assessments, current use/application of collected data		<b>Anticipated Completion Date:</b> Content areas will be completed as they roll out of the review process. SEL: 2017/18, Writing: 2018, Science (5-8) 2018, Math: 2019, Reading: 2018
Activities to Implement the Objective:	Person(s) Accountable	Timeline Beg./End	Resources Needed: (Time, Professional Development, Supplies, etc.)	Anticipated Outcome/Measurement
1. Review best practices research for standards-based reporting	SLC, PDC	Spring 2017	SLC meetings, best practices articles, video series, consultant, workshops	Current understanding of best practices to inform decision-making and guide process
2. Create statement of philosophy of assessment and reporting in District 90	SLC	Spring 2017	See above	Vision statement for assessment and reporting
3. Review current reporting documents grades K-8	SLC, ADCO, PDC	Spring 2017	See above	Determine gaps between current practice and best practice
4. Determine purpose and audience for student report card	SLC, PDC	Spring 2017/Fall 2018	See above	Statement of purpose and audience to be displayed on the front of the report card
5. Establish stakeholder groups to provide feedback about essential reporting elements	ADCO	Fall 2018	See above	Feedback to inform group decision-making

6. Establish and implement communications plan to build staff, parent and community understanding	ADCO, SLC, and Communications Coordinator	Winter 2018	See above	Effectively implemented plan
7. Develop K-8 aligned standards-based report card shell	SLC (formatting, and SEL portion), content area committees	2018-19	See above	Creation of the standards-based report card "shell"
8. Develop report card learning goals for content areas	Content area committees	2018-20	See above	Learning goals portion of the report card specific to the content areas
9. 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
10. Provide professional development (ongoing) for teachers	SLC, content area committees	2018-20	See above	Shared expectations for use
11. Provide parent education (ongoing) related to reporting change	ADCO, key staff	2019-20	District communications, host parent education sessions	Shared expectations for use
12. Fully implement new reporting system	All staff	2020	Supporting resources, as needed	New and improved system of student progress monitoring and reporting