

**FOR INFORMATION**

**Agenda Item 7B**



**BOARD OF EDUCATION**  
School District 45, DuPage County  
Villa Park, Illinois

**Board Meeting, June 20, 2016**

**SUBJECT: D45 DRIVE 2015-2016 GOALS – FOURTH QUARTER UPDATE**

At the September 21, 2015, Board of the Education meeting, the Board adopted the 2015-2016 District 45 Goals. Attached as pages (1-16) of this agenda item is an update of the goals for review and comments. These goals will be updated quarterly.

### **Background Information**

The Superintendent and Cabinet have reviewed the goals in order to update the Board of Education. Progress since March 30, 2016, is listed in the third quarter column.

AP:jq

agenda item/June 20/D45 Drive Goals 2015-2016 Fourth Qtr Update

		First Quarter Update	Second Quarter Update	Third Quarter Update	Fourth Quarter Update	Person(s) responsible	Timeline
<b>GOAL I. Curriculum: Develop a District wide comprehensive curriculum that is horizontally and vertically aligned to ensure student achievement and growth</b>							
<b>Strategy A</b>	<b>Align all curriculum and assessments with Common Core State Standards</b>						
<b>Activity 1</b>	Develop District power standards.	Initial discussions with Administrative Council last spring. CCI discussed on 10/21 and 11/12. Next discussion to be held at AC on 11/19.	Continued conversations with Curriculum and Instruction Administrative Team, Administrative Council (AC) and the Council on Curriculum and Instruction (CCI). Further research has revealed the framework developed by Jason Zimba, one of the authors of the math CCSS. His framework prioritizes the standards by grade level into Major, Supporting and Additional clusters. This framework will be shared by CCI to teachers.	Discussions have continued with the Curriculum and Instruction Administrative Team, Administrative Council (AC) and Council for Curriculum and Instruction (CCI). With the release of the new social science standards, the conversation has extended into how to integrate standards together instead of teaching standards in isolation. This has changed the conversation from separate content power standards. Professional development in the new social science standards will be held on May 10 for middle school social studies teachers and AC on May 3.	Administrative Council (AC) received professional development on NGSS and new social science standards which was presented to middle school teachers. Continued professional development is needed for K-8 teachers on standards and integration.	Assistant Superintendent for Curriculum and Instruction, Director for ELL/Bilingual, Director of Learning, Director of Instructional Technology	6/15/2016
<b>Strategy B</b>	<b>Analyze student data to guide instructional practices</b>						
<b>Activity 1</b>	Conduct an assessment audit to determine current and future assessment needs in the area of time, tools, training.	Positive feedback regarding the elimination of double benchmarking. Further discussions regarding K-1 assessments to be held.	NWEA presented to teacher and administrative representatives on 1/22/16 to review MAP for primary grades and MAP Skills Navigator for progress monitoring. A follow up meeting with all K-1 teachers is being scheduled. Following feedback, we will continue conversations for 2016-2017. We currently use STAR for K-1.	Meeting held with K-1 teachers on MAP for primary grades. Some kindergarten teachers are piloting this spring. Some concerns were shared with the curriculum department regarding some logistics with MAP. The curriculum department researched another tool: Easy CBM and is hosting a meeting with K-1 teachers on May 3.	The curriculum department held follow up meetings with K,1 teachers and Administrative Council (AC). A committee of K-1 teacher representatives and elementary principals met with the curriculum department. The committee recommended EasyCBM become the new benchmark assessment for K-1 for the 2016-2017 school year. EasyCBM will also replace STAR for progress monitoring purposes.	Assistant Superintendent for Curriculum and Instruction, Director for ELL/Bilingual, Director of Learning, Director of Instructional Technology	6/15/2016

		First Quarter Update	Second Quarter Update	Third Quarter Update	Fourth Quarter Update	Person(s) responsible	Timeline
<b>Activity 2</b>	Continue to improve and standardize the Response to Intervention (RtI) process so that we are using consistent criteria across all school buildings to place students into special education services.	Coordination between Special Education and Curriculum & Instruction departments has occurred through Special Education staff attending C & I meetings on a scheduled basis.	Meeting held with school psychologists 11/4/15 to discuss the impact of the PLC process on RtI and consider changes needed to Tier 2 processes and documentation. Meeting held 11/17/15 with Special Education Facilitator, Director of Learning and Instructional Coaches to review changes needed to RtI Tier 2 paperwork to align with PLC practices.	District external RtI coach presented to PPS staff on 2/4/16 on how to integrate the RtI process with the Professional Learning Communities that are in place. External RtI Coach, Director of Learning, Assistant Superintendent for Student Services and Special Education Facilitators will meet 4/26/16 to plan further training for PPS staff on models to merge RtI processes and PLC processes at the building level.	Meeting held 4/26/16 and 5/25/16 with external RtI coach, Asst. Superintendent for Student Services and C&I staff. Discussion of how PLC implementation will impact data review for the RtI process. Plan for next year to provide professional development to Cabinet (Asst. Supts. for C&I and Student Services), Administrative Council (Asst. Supts. for C&I and Student Services and Director of Learning), and Pupil Personnel Staff (Asst. Supt. for Student Services, Special Ed Facilitators, external RtI coach.	Assistant Superintendent for Student Services, Assistant Superintendent for Curriculum and Instruction, Director for ELL/Bilingual, Director of Learning, Director of Instructional Technology	6/15/2016
<b>Activity 3</b>	On a quarterly basis, analyze District benchmark data.	Data reviewed at Administrative Council, Superintendent's Cabinet, District Leadership Team.	District benchmark data was analyzed in all buildings on 10/9/15. District Leadership Team reviewed data on 10/26.	Data day held January 16, 2016 in buildings for data analysis.	Benchmark data continues to be available to buildings and classrooms through the assessment systems as well as in Inform. For the 2016-2017 school year, the curriculum department will assume the responsibility for analyzing District benchmark data instead of the District leadership team.	Superintendent, Assistant Superintendent for Curriculum and Instruction, Assistant Superintendent for Student Services	6/15/2016
<b>Strategy C</b>	<b>Provide differentiated instruction that responds to individual student needs</b>						

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<b>Activity 1</b>	Strengthen the instructional coaching model to support differentiated instructional practices within the classrooms.	Full time coaches are supporting teachers at Ardmore, Schafer and Westmore. Stevenson and York Center share a full time coach. Jackson and Jefferson share a full time coach. North has two part-time coaches. This is a significant improvement in the coaching model as the district coaches are able to focus on instructional improvement for staff. Instructional coaches meet with the Director of Learning on a monthly basis. Coaches also meet as a collaborative team bi-monthly. Agenda templates for weekly meetings with their building administrators were provided for each coach and building administrator through Administrative Council. Coaches are working on a professional learning book study on the book, "Common Formative Assessment," in collaboration with Jodi Padden from SASSED.	Coaches continue to meet and collaborate. Each coach has taken or will take SASSED's course on Evidence Based Instructional Practices based on the research from John Hattie. Coaches were provided John Hattie's book "Visible Learning for Teachers."	Monthly coaching meetings are held with the Director of Learning and the Director for Instructional Technology has joined the group. Collaboration meetings among the coaches is held two Friday afternoons a month. A survey was developed and distributed to teachers to obtain feedback regarding the strengths and next steps in providing coaching support to staff.	Monthly coaching meetings continued in the fourth quarter with the Director of Learning and the Director of Instructional Technology. The coaching team was updated on the Future Ready Schools initiative and participated in Google online training in order to support teams of teachers within their buildings. The coaching survey results were shared with the team and plans for next steps as a result of the feedback were developed. Survey results were also noted at Administrative Council with continuing conversations in the fall.	Assistant Superintendent for Curriculum and Instruction, Director for ELL/Bilingual, Director of Learning, Director of Instructional Technology	6/15/2016
<b>Activity 2</b>	Monitor Social Emotional Learning/Positive Behavioral Interventions and Supports programming in all school buildings for effectiveness in establishing high quality skills in adults and students.		Internal PBIS coach's meeting is scheduled for 11/13 which includes our external coaches from CASEL and SASSED.	PBIS Internal Coaches meeting will be held 4/15/16. PBIS external coach met with Early Childhood staff to work on PBIS procedures within the EC program on 1/14/16. Internal coaches will attend. DROE/CASEL/DUPAGE AFFILIATED DISTRICTS PARTNERSHIP PARTNERSHIP PLANNING MEETING - APRIL 13, 2016	Met 4/29/16 with Ruth Cross from DuPage ROE CASEL to complete evaluation of district performance in SEL for the past year. Goals developed for next school year. Implementation of an SEL screener for elementary grades (DESSA) that is linked with the Second Step curriculum that is in place. PBIS external coaching services purchased from SASSED for next school year with focus on training based on the identified needs of each building.	Assistant Superintendent For Student Services, Assistant Superintendent for Curriculum and Instruction	6/15/2016

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<b>Activity 3</b>	Continue to audit Special Education Program and services available in D45 including Bilingual Special Education Services.	Curriculum and Instruction administrative team met with Special Education team to determine strengths and areas of need.	Follow up meeting with bilingual and ELL teachers with C and I administrators and special education was held on 11/09 to discuss the RtI process for this group of students.	Review of current practices and needs at Curriculum and Instruction meeting with special education, bilingual and curriculum and instruction administrators on 1/29/16. In response to changing needs, Bilingual special education resource services will be provided directly at North (in addition to Schafer) for the 2016-2017 school year, plus consultative bilingual special education at other elementary buildings.	Plan presented to Administrative Council on 6/3/16 to provide direct bilingual special education services at North and Schafer next year, and consultative bilingual special education services at all other schools that have bilingual students with IEPs. Special Ed facilitator will be the person to coordinate the consultative services. An additional classroom was added for the 2016-2017 school year for elementary students (K-1) with Autism Spectrum Disorders.	Assistant Superintendent For Student Services, Assistant Superintendent for Curriculum and Instruction, Director for ELL/Bilingual, Special Education facilitators	6/15/2016
<b>Strategy D</b>	<b>Provide all staff with comprehensive training and support to maximize student achievement</b>						
<b>Activity 1</b>	Continue to organize professional development opportunities during the Teacher Institute and Early Dismissal Days focusing on content standards, instructional practices, assessment and technology.	Alternative workshop proposals have been written and submitted by teachers across the district. Each Early Dismissal and Teacher Institute day has had at least 20 workshops proposed, held and evaluated. CCI reviews every workshop evaluation.	CCI continues to review all teacher evaluations for Early Dismissal and Teacher Institute. Forty-one proposals were submitted for January 14 Early Dismissal. Thirty-nine proposals were submitted for January 15 Teacher Institute.	The curriculum department reviewed proposals for the March County Institute Day including the District 88 joint compact presentation by Gary Howard on cultural competencies. The majority of D45 teachers attended the session held at Addison Trail High School which featured a keynote and breakout presentations by school. Special content teachers attended county specialized sponsored workshops.	The curriculum department will work collaboratively with the Superintendent's Cabinet, Administrative Council and CCI as part of the transition plan for providing professional development for the 2016-2017 school year.	Assistant Superintendent for Curriculum and Instruction, Director for ELL/Bilingual, Director of Learning, Director of Instructional Technology	6/15/2016
<b>Activity 2</b>	Schedule regular building site visits with building level administrators to collaborate on best practices and curricular professional development.	First quarter meetings have been held.	Six of eight second quarter meetings have been completed. Final two will be completed on 3/1/16.	Third quarter and fourth quarter meetings have been completed. The final visit focused upon curriculum goals for the 2016-2017 school year. These will be shared with the new assistant superintendent for curriculum and instruction.	Meetings for the year are completed. Recommendation for 2016-2017 school year were shared with the new Assistant Superintendent for Curriculum and Instruction.	Assistant Superintendent for Curriculum and Instruction, Director of Learning	6/15/2016

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<b>Activity 3</b>	Continue to provide professional development opportunities for bilingual staff to continue to learn and implement biliteracy instruction.	Karen Beeman has provided professional development training for teachers on the biliteracy model. She conducted a walk-through of classrooms. Karen collaborated with members of the C and I Administrative Team and Superintendent.	Karen Beeman training on Nov. 13, Jan. 21, and Feb. 18. Attendance of 25 staff across the district to the ISBE Statewide ELL/Bilingual Conference Dec. 8-11.	On Feb. 18, PreK-1 bilingual teachers went to observe a one-way dual language kindergarten program in U-46 with Karen Beeman. The staff had a debrief session with Karen and discussed ways to implement many of the biliteracy instructional strategies they observed that day. In early March, six bilingual staff members attended the National Association of Bilingual Education (NABE) conference which was held in Chicago this year. At the end of March, the Kindergarten bilingual team continued curriculum work on their Biliteracy Unit Frameworks with the support of the elementary Instructional Coaches. The 2nd grade-5th grade bilingual teachers will have a final PD session with Karen Beeman on Thursday, May 12. Additionally, the Director of Learning participated in Bilingual Walk-throughs with L. Speakman, 9/3-4/15; Participated in IFS visit & update with L. Speakman on 9/4/15. Met with Karen Beeman and L. Speakman to review draft "look-fors" in 2-way Immersion Classrooms. Attended training w/ Karen Beeman on 10/24/15; Provided PD on Workshop model to MS EL teachers on 10/27/15.	Illinois Resource Council (IRC) consultant Michele Yanong presented a two part Early Dismissal workshop (January and March) entitled "Meeting the Needs of ELLs in the General Education Classroom." Two book studies were conducted with the ELL Technical Assistance Team utilizing Pasi Sahlberg's "Finnish Lessons 2.0 and Collaboration and Co-Teaching for English Language Learners." Karen Beeman conducted a professional development workshop in May on instructional strategies for bilingual teachers.	Assistant Superintendent for Curriculum and Instruction, Director of ELL/Bilingual	6/15/2016
<b>GOAL II: Technology: Provide and sustain access to current technology to purposefully and comprehensively support student success through innovative teaching and learning practices</b>							
<b>Strategy A</b>	<b>Increase student access to technology resources equitably</b>						
<b>Activity 1</b>	Continue to monitor technology devices for curriculum and instruction applications and assessment implementation.		NWEA product demos to preview assessment options. Preview online curriculum options. Preview and recommend applications for special purposes.	Assistant Superintendent for Curriculum and Instruction, Director of Instructional Technology, Assistant Superintendent for Finance and Director of Technology Systems have met over the course of the quarter to determine vision for Phase I for 1:1 implementation. The vision SAMRStreet has been shared with staff and committees. Applications for Phase I have been reviewed for approval. Appropriate devices pending approval for specific grade levels is being discussed.	The Assistant Superintendent for Curriculum and Instruction, the Director of Instructional Technology, the Assistant Superintendent for Finance and the Director of Technology Systems continued to work on the Future Ready Schools Phase I to bring in devices in the move towards 1:1.	Assistant Superintendent for Curriculum and Instruction, Director for ELL/Bilingual, Director of Learning, Director of Instructional Technology	6/15/2016
<b>Strategy B</b>	<b>Provide professional development and instructional coaching to improve student learning</b>						

		First Quarter Update	Second Quarter Update	Third Quarter Update	Fourth Quarter Update	Person(s) responsible	Timeline
<i>Activity 1</i>	Continue to roll out new technology professional development offerings to all staff including support for existing programs.	Professional development has been offered to staff during the first quarter.	Teacher Institute - Personalize Your Technology PD – 59 participants – extremely favorable reviews. Provide information on external sources of Tech PD for staff and encourage participation. Meet with teams/teachers for tech and/or data assistance and observation.	In addition to PD on Institute days, meetings with various individuals, PLC/grade level teams, and groups of staff members offered ideas and assistance in implementing technology at high levels in the classroom, and how to carry out tech related duties such as MAP, PARCC and NGSS testing, data analysis, etc.	Two professional development meetings were held on May 31 and June 1 for all Phase I implementers regarding summer professional development and support with curriculum and instruction.	Assistant Superintendent for Curriculum and Instruction, Director for ELL/Bilingual, Director of Learning, Director of Instructional Technology	6/15/2016
<i>Strategy C</i>	<b>Ensure that infrastructure supports curricular initiatives</b>						
<i>Activity 1</i>	Upgrade and monitor Fiber WAN, Internet Connections, and wireless infrastructure to accommodate increased usage including PARCC.	Fiber WAN upgrade completed August 2015. First phase of wireless access points upgraded August 2015. Continuing to monitor and adjust wireless settings to ensure optimal coverage and capacity.	Additional wireless access points added to immediate problem areas. RFP released for funding through federal ERate program to complete wireless project buildout.	RFP responses analyzed and vendors selected for Summer 2016 Wireless Buildout Project. Scheduling begun for cabling portion. Wireless Access Points will be installed upon receiving e-rate award notification.	Completed school year with adequate bandwidth to support all assessments and curricular activities simultaneously. Will continue to monitor impacts of additional chromebooks for 1:1 roll-out.	Director of Technology Systems	On-going
<i>Strategy D</i>	<b>Maintain appropriate levels of technology support</b>						
<i>Activity 1</i>	Ensure that student data, State Board of Education Web Application Security (IWAS), curriculum applications, assessment systems, etc. is accurate and timely.	All first quarter reports are complete.		Kept systems that require on-going processing up to date to meet deadlines for grant funding (received Immigrant funding this year), eGMS ceiling calculator, assessment (Access, PARCC, NGSS). Uploaded data into all online curriculum apps and assessment systems. Maintain Inform with up-to-date assessment data.	Reports are maintained by the Director of Instructional Technology with support from the Technology Specialist and Director of Technology Systems.	Director of Instructional Technology	On-going
<i>Activity 2</i>	In collaboration with the Technology Planning Committee, monitor and evaluate technology support.	First Technology Planning Committee Meeting scheduled for 11/9/2015.	Technology Planning Committee met 1/5/2016.	Informal survey regarding impact of increase of chromebooks was administered. Planning for support impacts of 1:1 continued.	Initial Tech support plan for 1:1 created. Additional planning for supporting 1:1 roll-out completed.	Director of Technology Systems	On-going
<i>Strategy E</i>	<b>Develop long-term financial plan to support technology objectives</b>						

		First Quarter Update	Second Quarter Update	Third Quarter Update	Fourth Quarter Update	Person(s) responsible	Timeline
<i>Activity 1</i>	Identify sources of consistent funding to be used for educational technology equipment and systems.		Staff Device Replacement cycle and alternative plan development begun.	Replacement Cycle planning continued with review of Staff, Student, Desktop devices and projectors. These devices are budgeted for replacement in 2016-2017 budget. Additional discussions regarding printer and copier long-term planning were held.	Replacement cycle for certified staff laptops commenced. 1:1 chromebooks phase I participants identified and first year plan initiated.	Director of Technology Systems, Assistant Superintendent for Finance/CSBO	On-going
<i>Activity 2</i>	Develop plan for acquiring new equipment/applications/software, etc. to ensure curricular application and best use of resources.		Technology Planning Committee developed recommendations for the minimum level of tech in the classroom. Strategic Planning has indicated the need to develop a plan for a 1:1 rollout. Beginning dates have been set.	Future Ready Schools Phase One will be rolled out next school year and the Technology Planning Committee will be key contributors in this planning committee.	Phase I applications have been approved. Informational meetings were held. Professional development began with a spring survey to be reviewed in the fall. Devices were ordered following Board of Education approval on June 6, 2016.	Assistant Superintendent for Curriculum and Instruction, Director for ELL/Bilingual, Director of Learning, Director of Instructional Technology	6/15/2016

**GOAL III. Staff: Recruit and retain highly qualified staff to meet the changing needs of our student population**

<i>Strategy A</i>	<b>Identify the staffing needs at each building based on data</b>						
<i>Activity 1</i>	Develop a student growth model component for teacher evaluation.	The student growth assessment pilot has begun. PERA Joint Committee had their first meeting on Oct. 28th and will be meeting regularly to complete this task. I am regularly communicating with staff regarding our progress via minutes, emails and posting resources on our website.	Meetings took place on 11/30, 12/9, 1/13, and 2/16. Assessment results from the pilot are being reviewed. Final decisions are being made by the committee and the roll out plan is being developed for the spring.	Two district-wide presentations were given in April to inform staff on how student growth will impact evaluation. The PERA Joint Committee continues to meet 1 to 2 times monthly to review assessments and edit the evaluation plan. Meetings also continue with specific employee groups to review data from pilot assessments and set target growth expectations.	Completed. Training will be given to the administration in the fall to ensure a smooth transition in this process. The PERA Joint Committee will continue to meet 4 times next year to assess the addition of student growth in our evaluation plan and review assessment data.	Assistant Superintendent for Human Resources	6/15/2016



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<b>Activity 2</b>	Using walk through data, help administration and staff utilize this instrument to determine needs and build coaching opportunities.	A new walk-through data template was developed and will be piloted second quarter. A "tight/loose" set of talking points has been shared with Administrative Council.	Building walk-through data discussions were monitored during principal observations. All principals discussed the results and the use of this data during principal evaluation. Building professional development and action plans were created as a result.	This will be an agenda item at the last May Administrative Council (AC) meeting to continue to gather feedback on the new template.	This agenda item was moved to fall 2016.	Assistant Superintendent for Curriculum and Instruction, Director of Learning, Director for ELL/Bilingual, Director of Instructional Technology, Administrative Council	6/15/2016
<b>Activity 3</b>	Provide regular practice for evaluators using the Danielson Framework for teacher evaluation and the Teachscape Calibration Tool to improve inter-rater reliability and determine professional development for evaluators.	The first calibration cycle took place in late September. Data was collected and shared with evaluators. Based on this data and discussions with administrators, specific professional development will be provided during Administrative Council on 10/19/15.	Opportunities for practice during AC took place in November and December. AC was divided to see videos and discuss observations at the primary or middle school levels. A survey was given to determine the value of the practice sessions. Results were positive.	The bulk of evaluations were written from Dec. to March. Each evaluation was read and notes taken on how to continue to build consistency within our evaluating staff. Individual feedback was provided to evaluators. Future PD will focus on writing the summative evaluations as well as viewing videos from NY Engage that demonstrate Danielson Level 4 instruction.	PD beginning next fall will focus on writing informal observation notes and the summative evaluations. We will also be viewing videos from NY Engage that demonstrate Danielson Level 4 instruction.	Assistant Superintendent for Human Resources	6/15/2016
<b>Strategy B</b>	<b>Actively recruit for hard-to-fill positions to meet the academic and social/emotional needs of our students</b>						
<b>Activity 1</b>	Develop and pilot a Recruitment Open House.		Planning meetings took place in December and February. Focus is to recruit Black and Hispanic educators. Open House will be March 18, 2016.	Open House took place in March. For those who attended, resumes were reviewed and screening interviews took place. Participation was less than expected despite extensive advertising through social media and targeted colleges and universities.	While participation in the Open House was limited despite our efforts, we did have several applicants for the vacancies in our District and feel we filled positions with high quality staff. Moving forward, we will continue to consider options to recruit a more diverse staff.	Assistant Superintendent for Human Resources, Assistant Superintendent for Student Services, Director of ELL/Bilingual, Community Relations Coordinator	6/15/2016

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<b>Activity 2</b>	Develop visuals, brochures, and flyers to advertise District 45; utilize our website for showcasing the District during recruitment.		Planning meeting discussed how we will advertise the Open House event in March. Ideas include: flyers sent to DePaul, North Park, Dominican, and Concordia to be distributed in classes and put on websites, press releases in Black and Hispanic communities, and use of social media. Working to build relationships with the Office of Minority Affairs at each university.	Completed. This information was distributed through social media and with targeted colleges and universities. DePaul, North Park, Dominican, EC, and Concordia have posted this information on their websites and within their education departments.	Completed. Recruitment is going well. We have 10 positions left to fill for the upcoming school year. Interviews for 7 of those positions are set up within the next few days with what we view as strong candidates.	Assistant Superintendent for Human Resources and Community Relations Coordinator	6/15/2016
<b>Activity 3</b>	Continue to strengthen our screening and interview process to determine the most qualified and talented candidates.	Have begun working with representatives from the online application system to develop our own account and customize it to meet our needs	Account is set. Going through training to set up application, screening process, and questions to meet our needs. Plan to post current vacancies by Feb. 19th.	We have been actively utilizing our new Applitrack account and each posting has been modified with specific questions and information that applies. The screening process has improved as a result. The interview process continues to be refined by developing questions and activities that will help us to identify the strongest candidate.	Recruitment is going well. We have 10 positions left to fill for the upcoming school year. Interviews for 7 of those positions are set up within the next few days with what we view as strong candidates.	Assistant Superintendent for Human Resources	6/15/2016
<b>Strategy C</b>	<b>Actively recruit staff who reflect our diverse student demographics</b>						
<b>Activity 1</b>	Attend the Bilingual Educator Job Fair.			Our staff retention has been very high this year, resulting in less need for recruitment. Bilingual positions have been successfully filled through networking, social media, and advertisement through targeted universities.	Bilingual positions have been successfully filled through networking.	Assistant Superintendent for Human Resources, Director of ELL/Bilingual Services	6/15/2016
<b>Activity 2</b>	Connect with colleges/universities with higher percentages of minorities to speak with prospective teachers and their instructors.		Connected with Concordia, North Park, Dominican and DePaul to discuss bringing perspective educators to visit D45 and bring our employees into the university environment to highlight our district.	Targeted universities have been helpful in advertising our vacancies through their websites and links for seniors seeking employment. We continue to explore ways we can mutually help each other.	Relationships have been developed with several colleges/universities. This will continue to be an on-going effort within our strategic plan.	Assistant Superintendent for Human Resources, Director of ELL/Bilingual Services	6/15/2016
<b>Strategy D</b>	<b>Provide professional development to increase cultural competency</b>						

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<b>Activity 1</b>	The GCN (Global Compliance Network), various professional development opportunities offered in District 88 and our District website will be used as resources throughout the year to provide professional development to staff.	Districts 4, 45, 48, and 88 are working together to plan the March 4, 2016, institute to address cultural competency with author and presenter, Gary Howard.	Gary Howard will be speaking on March 4 to employees from D88 and D45 on the subject of Cultural Competency. The day will include a presentation and small group activities.	Presentation/workshop, Cultural Competency, took place on March 4, 2016. It was a productive day with speaker Gary Howard and D88 staff.	Completed	Assistant Superintendent for Human Resources	6/15/2016
<b>Activity 2</b>							
<b>GOAL IV. Diversity: Embrace our diverse populations while addressing the needs of all students to optimize learning and growth</b>							
<b>Strategy A</b>	<b>Provide parent and community education</b>						
<b>Activity 1</b>	Continue to build partnership with Parkview	Meeting with Parkview membership in		After school program continues to be	Conversations continue centered	Superintendent,	6/15/2016
<b>Activity 2</b>	Provide the ELL parent community	*Family Learning Program at Stevenson and	Oct. 20 Presentation on biliteracy and	On 3/22, two representatives from the	The Family Learning Program	Director of	6/15/2016
<b>Strategy B</b>	<b>Develop student and staff cultural competencies</b>						
<b>Activity 1</b>	Building SLTs will design PBIS and SEL activities, assemblies, and other events to provide cultural awareness and celebrate diversity.			Final Report in the Fourth Quarter Update	Building activities include: Chinese New Year, Cinco de Mayo, holidays around the world, Las Posadas, multicultural nights, Day of the Child, multi-ethnic fair, world focused musical, donations to other countries.	Administrative Council	6/15/2016
<b>Strategy C</b>	<b>Provide opportunities to learn about and celebrate diversity</b>						
<b>Activity 1</b>	Buildings will provide opportunities to learn and celebrate diversity.		District 45 is participating with all joint compact districts for the DuPage County Institute Day to hear speaker Gary Howard on cultural competencies. Both large group and small group work will take place for staff.	Building activities include: Chinese New Year, Cinco de Mayo, holidays around the world, Las Posadas, multicultural nights, Day of the Child, multi-ethnic fair, world focused musical, donations to other countries.	Buildings continued to provide multi-cultural activities and celebrations.	Assistant Superintendent for Student Services, Assistant Superintendent for Curriculum and Instruction, Director of ELL/Bilingual, Director of Learning, Director of Instructional Technology, Community Relations Coordinator	6/15/2016
<b>GOAL V. Facilities: Provide all stakeholders with facilities that are safe and that maximize student learning now and in the future</b>							

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<b>Strategy A</b>	<b>Optimize current building utilization across the District</b>						
<b>Activity 1</b>	Finish Development of Space Utilization Study and Bring Recommendations to Board of Education.	7/6/15 - BrainSpaces presented study to Cabinet on 8/11/15 - Special Board Meeting August 11, 2015.	Waiting on student demographic study.	The Village of Villa Park and District 45 have agreed upon a third classroom for additional space for Preschool students for 2016-2017 school year. The District will continue investigating space solutions for future years either through the space utilization study or other opportunities.	Done for 2015-2016 Year. The District will continue investigating space solutions for future years either through the space utilization study or other opportunities.	Facility Planning Committee	July and August
<b>Activity 2</b>	Meet with District architect to develop facility budget costs.			None needed this fiscal year with the lease solution through Village of Villa Park	Done this fiscal year. None needed with the lease solution through Village of Villa Park	Assistant Superintendent for Finance/CSBO, Director of Buildings and Grounds	On-going
<b>Activity 3</b>	Development of facility improvement projects to meet Space Utilization needs.			None needed this fiscal year with the lease solution through Village of Villa Park	Done this fiscal year. None needed with the lease solution through Village of Villa Park	Assistant Superintendent for Finance/CSBO, Director of Buildings and Grounds	On-going
<b>Strategy B</b>	<b>Direct resources to maintain and improve existing facilities</b>						
<b>Activity 1</b>	Update 5-year facility plan.		Provided update during 1/19/16 facility presentation.	Updated for this fiscal year. The facility plan is an ongoing plan.	Done for this fiscal year. The facility plan is an ongoing plan.	Director of Buildings and Grounds and Assistant Director of Buildings and Grounds	On-going
<b>Activity 2</b>	Install, write custom programs and commission temperature control equipment for existing rooftop units Jackson and Jefferson.	Jefferson completed.	Converting the rooftop unit for the Jackson fitness center is the last one to complete.	All completed.	All completed.	Director of Buildings and Grounds and Assistant Director of Buildings and Grounds	October

		First Quarter Update	Second Quarter Update	Third Quarter Update	Fourth Quarter Update	Person(s) responsible	Timeline
<b>Activity 3</b>	Future air-conditioning of Jackson.	Met with FGM and CS2 to develop preliminary design options and budget costs.		Waiting to determine funding for this project.	6/7/16 - Met with FGM and Amsco Engineering to discuss finalizing construction documents for summer 2017 Mechanical Replacement Project and Chiller at Jackson. Amsco will begin their summer building survey work on June 21, 2016. Bid date for this project is anticipated for November 2016, with a recommendation to the BOE at the December 19, 2016 Board Meeting.	Director of Buildings and Grounds and Assistant Director of Buildings and Grounds	On-going,
<b>Activity 4</b>	Future roof replacement/repair areas 1, 2, 3, 4, 5, 6, 7, 8, 13, 14, 15, 18, 19, 20 & 21 at Jackson.	Update roof analysis.	12/15/15 - Met with FGM to begin roof replacement design for Jackson. 12/29/15 - FGM completed site review of work area and proposed scope of work. Will have follow up meeting in mid-January to finalize Bid documents.	At the 4/4/16 BOE Meeting the Board approved the recommendation to accept the Bid from Malcor Roofing of Illinois, Inc. to complete the 2016 summer roof replacement at Jackson.	6/6/16 - Malcor Roofing of Illinois, Inc. began the 2016 summer roof replacement at Jackson. Substantial completion is scheduled for July 29, 2016, with final completion on August 8, 2016.	Director of Buildings and Grounds and Assistant Director of Buildings and Grounds	On-going,
<b>Strategy C</b>	<b>Continue to increase safety and security measures</b>						
<b>Activity 1</b>	Coordinate Annual Safety Meeting and drills with District administration and local police and fire departments.	9/17/15 - District administration met with members of the Villa Park and Lombard Police and Fire Departments, DuPage Sheriff, York Center Fire Protection District and Oak Brook Terrace Police to discuss and review District 45's emergency preparedness plans and protocols.	Completed.	Completed.	Completed.	Assistant Superintendent for Finance/CSBO, Director of Buildings and Grounds, Principals	Fall
<b>Activity 2</b>	Installation of additional cameras at Ardmore, North, Jefferson, Schafer and Stevenson.		Completed.	Completed.	Completed.	Assistant Superintendent for Finance/CSBO, Director of Buildings and Grounds	Fall
<b>Strategy D</b>	<b>Explore funding opportunities dedicated to facilities</b>						
<b>Activity 1</b>	Investigate state and federal grant opportunities.	Currently all State of Illinois facility grants are on hold due to State budget impasse.	Currently all State of Illinois facility grants are on hold due to State budget	Currently all State of Illinois facility grants are on hold due to State budget	State of Illinois remains at budget impasse.	Assistant Superintendent for	On-going
<b>GOAL VI. Finance: Ensure financial status is within Board of Education parameters and financial systems are maintained and improved</b>							
<b>Strategy A</b>	<b>Ensure Financial Status is within Board of Education parameters</b>						

		First Quarter Update	Second Quarter Update	Third Quarter Update	Fourth Quarter Update	Person(s) responsible	Timeline
<i>Activity 1</i>	Ensure District budgets and fund balances aligned with Board goals.	Finalized 2015-2016 budget to identify where the district is at. Will begin building the 2016-2017 budget and projections.	Began building budget with cabinet. Reviewed Fund Balance historical projections with PMA.	PMA projections were presented at the April Board Meeting. Met with all departments and buildings to begin building 2016-2017 budget. This will be an ongoing process through the summer.	Draft Budget to be given to Board in June 20, 2016. The budget process will continue through September 2016.	Superintendent and Assistant Superintendents	On-going
<i>Activity 2</i>	Work to provide improved board reports and processes.	Revised the Monthly Summary of Receipts/Expenditures/Fund Balances Report to provide for more clarity and concise format. Bills Payable Report has been improved to provide more information.	Revised the Balance Sheet to provide more clarity, information and align with audit.	Revised the Investment Report to improve information flow and reduce the duplication of effort in the business office. Added a Summary report for public display during Board Meeting for all financial agenda items.	Done	Assistant Superintendent for Finance/CSBO	6/1/2016
<i>Strategy B</i>	<b>Ensure Financial Systems are maintained and improved</b>						
<i>Activity 1</i>	Explore and evaluate paperless timesheet systems.		This project is on hold as the business office is evaluating the current financial software to see if it meets current needs. If new financial software is needed this could tie into a timesheet system also.	The business office is previewing new accounting software in May/June for possible implementation next fiscal year, to include a timesheet module.	Scheduling visits with vendors now.	Assistant Superintendent for Finance/CSBO, Director of Technology Systems	On-going
<i>Activity 2</i>	Evaluate and improve Business Office processes to increase efficiencies, reduce paper usage and provide financial savings.	Discontinued copying every invoice when mailing out accounts payable checks. Assistant Superintendent for Finance no longer manually signs every P.O. and utilizes the electronic P.O. system that was already being partially used in the accounting software. Streamlined the open enrollment forms for insurances to reduce the number forms needed to sign up. Sent Free & Reduced lunch application letters home earlier so the applications were processed sooner for students and families. Streamlined the expenditure reporting between the curriculum and business office for grant reporting.	Moved activity account processing in the business office to the accounting software. Discontinued paper copies of detail general ledger activity being sent to building and departments for review monthly. Discontinued one copy of the P.O.	Building the budget documents were not paper documents this year but were done in Google sheets in a collaborative method at the building and department level.	Once the new Accounting System is in place this will be revisited. This is an on-going initiative.	Assistant Superintendent for Finance/CSBO	On-going
<b>Goal VII. Improve Customer Focus</b>							
<i>Strategy A</i>	<b>Improve Climate and Culture within the District</b>						

		First Quarter Update	Second Quarter Update	Third Quarter Update	Fourth Quarter Update	Person(s) responsible	Timeline
<b>Activity 1</b>	Through the Joint Villa Park Education Association/Administration Committee and the Paraprofessional Committee, review the District 45 Climate Survey three times throughout the school year and develop action plans to improve results.	The Joint committee convened on November 3rd to discuss the results of the spring climate survey. The fall climate survey will be given during the last week of November 2015. Since many of the issues that were present in the spring no longer exist, the committee agreed that it will be important to identify the changes from spring to fall prior to creating next steps.	Changes from spring to fall indicated significant improvement in multiple areas. In addition, we were able to collect individual building reports for the first time. These reports were provided to each building staff. Staff is expected to discuss the results during their Building Leadership Team meetings.	Worked with committees to conduct climate surveys and analyze results for Cert and Non-cert.	Climate survey results were gathered on June 8, 2016. Results are currently being analyzed. Note: Only 1/3 of certified staff completed the spring survey.	Superintendent, Director of Instructional Technology	6/15/2016
<b>Activity 2</b>	Share survey results and action plans with stakeholders.	The Joint committee agreed at the November 3rd meeting to share the results of the spring survey as they compare to the fall climate survey in November. Results will be shared with stakeholders in December.	Results with considerable improvement were shared with all stakeholders in December including individual building data for each school.	Created easy to understand reports.	Climate survey results were gathered on June 8, 2016. Results are currently being analyzed. Note: Only 1/3 of certified staff completed the spring survey.	Superintendent, Director of Instructional Technology	6/15/2016
<b>Activity 3</b>	Continue to implement current protocols for committee communications for CCI.	CCI meetings thus far: August 18, September 28, October 21. Minutes from each meeting are sent to all district staff. A paper copy is available in each building's teacher lounge.	CCI meetings for second quarter were: November 12, December 7 and January 28. Minutes continue to be emailed to district staff and hard copies provided in the buildings.	CCI met on March 15 and April 27. The final meeting on June 6 will be a transition meeting with current representatives and newly elected representatives.	CCI met on June 6th. Current members for CCI as well as newly elected members for the 2016-2017 school year attended. Transition information with regards to the Memorandum of Understanding and goals for the 2016-2017 school year were shared with CCI.	Assistant Superintendent for Curriculum and Instruction	6/15/2016
<b>Strategy B</b>	<b>Improve Communication with Parents and Community Members</b>						
<b>Activity 1</b>	Provide information on a regular basis through PTA meetings, News & Views and visits to community organizations.	News & Views disseminated 2x per month; PTA Council report in October; weekly Rotary Club meetings.; Satellite partnership with the Villa Park Public Library.	Continued	Continued	Continued	Superintendent, Community Relations Coordinator	6/15/2016
<b>Activity 2</b>	Continue outreach through community meetings (i.e., Tri-YMCA, Young Men's Christian Association), School Association for Special Education Board, Rotary, Partners in Education, Chamber, etc.	Attended Tri-Y Board of Directors 1x per month including Program Committee; Attended SASSED Board of Controls 1x per month; Rotary weekly meetings; PIE Foundation meetings 1x per month; Attended both Villa Park and Lombard Chamber meetings 1x per month; Grow Healthy Villa Park monthly meetings.	Continued	Continued	Continued	Superintendent, Community Relations Coordinator	6/15/2016

		First Quarter Update	Second Quarter Update	Third Quarter Update	Fourth Quarter Update	Person(s) responsible	Timeline
<b>Activity 3</b>	Analyze 5 Essential data with building administrations and create action plans to improve or celebrate results. Share results with the Board of Education.	5Essential Data reviewed during principal goal setting prior to October 1.	Monitoring action plans and results with principals during principal evaluation observations and walk-throughs. As a result and as an action plan, we decided to give the 5 Essentials Survey again even during ISBEs off year. We hope to gauge progress toward principal goals with the new survey results.	Continued	Currently analyzing data received in May, 2016. New action plans will be created for the 2016-17 school year.	Superintendent, Principals and Assistant Principals	6/15/2016
<b>Activity 4</b>	Design a list of District expectations for customer service.		Survey results indicated the need for better customer service in the building offices and the ability to reach a live person when calling the school. All office phone lines are programed to reach a live person during the day with voicemail service in the evening.		Building the list of activities will be ongoing and will continue in 2016-17.	Superintendent	6/15/2016
<b>Activity 5</b>	Host an intergovernmental meeting to encourage community sharing of resources.	Hosted Intergovernmental Meeting on October 15, 2015.	Complete	Complete	Complete	Superintendent, Community Relations Coordinator	10/31/2015
<b>Activity 6</b>	Conduct the Strategic Planning Process with the community to design a new Mission and Vision and top priorities for The D45 Drive.	Held Strategic Planning Workshop for the District's new Mission and Vision on Saturday, October 3, 2015. Held Focus Groups for staff and parents at North School, Jefferson Middle School, and Jackson Middle School.	Held the final Strategic Planning Session on January 23, 2016. Focus groups were held in each school community to develop priority needs for improvement. Priority goals were developed at the Strategic Planning Workshop on January 23.	Complete	Complete	Superintendent, Board of Education, Community Relations Coordinator	6/15/2016
<b>Activity 7</b>	Continue to report student academic data with Board of Education three times per year. Emphasize and clarify data benchmarks to gauge and measure success.	Data report given at the District 45 Board of Education meeting on November 16, 2015.	Winter data will be presented to the District 45 Board of Education on March 7, 2016.	Spring data will be presented to the District 45 Board of Education on June 20, 2016.	Quarterly benchmark dates for 2016-2017 will be established in the Fall.	Assistant Superintendent for Curriculum and Instruction, Director of Instructional Technology	6/15/2016
<b>Activity 8</b>	Write Community Voice column for the Villa Park Suburban Life throughout the year. 5x by December, 2015.	Villa Park Suburban Life Community Voice Column has been discontinued by Suburban Life. Replacing this media with the @D45schools Twitter.		All schools are currently on Twitter.	All schools are currently on Twitter.	Superintendent	6/15/2016
<b>Activity 9</b>	Create a website review task force to enrich communication.	The website task force convened on October 29, 2015.	Presented the new website proposal to the Board of Education on January 19, 2016.	Website task force is currently building the new website for rollout in the fall.	Website task force is currently building the new website for rollout in the fall.	Superintendent, Community Relations Coordinator	6/15/2016



		First Quarter Update	Second Quarter Update	Third Quarter Update	Fourth Quarter Update	Person(s) responsible	Timeline
<b>Goal VIII</b>	<b>Improve Student Achievement</b>						
<b>Strategy A</b>	<b>Develop and monitor SMART goals and SLOs (student learning objectives).</b>						
<i>Activity 1</i>	Support buildings in implementing effective collaboration strategies utilizing the data analysis process.	Teachers, principals and assistant principals from each building were training on the Professional Learning Communities process in August. The goal is to have all certified staff trained within three years. C and I administrative team held individual meetings with building principals to review benchmark data through MAP and the Inform data system in order for principals to continue to support building teams.		Continued conversations at Administrative Council about the work of collaborative teams. 85 staff attended PLC training in August 2015. 114 staff are registered to attend PLC training in August 2016. AC will continue to discuss "Learning By Doing" which is the framework of PLC's in order to help support the building leadership with implementation of collaborative teaming.	AC will continue to discuss the implementation of PLC's. Dialogue regarding August Lincolnshire break out sessions took place at both June AC meetings.	Assistant Superintendent for Curriculum and Instruction, Assistant Superintendent for Student Services, Director of ELL/Bilingual, Director of Learning, Director of Instructional Technology	6/15/2016
<i>Activity 2</i>	Monitor and Implement the recommendations from the Math Research Team. Conduct meetings throughout the year as needed.	Established Math Research Team in October.	Math Research Team II (MRT2) convened in January to unpack standards.	On January 28 and February 1, the Math Research Team (2) unpacked math standards in order to evaluate current pre-assessment resources to be used for the purposes of differentiation. Additionally, the team reviewed research regarding accelerated and enrichment models for meeting the needs of mathematically gifted students, as well as mathematically talented students. Recommendations will be presented to the Board of Education in June.	Recommendations were presented to the Board of Education on June 6, 2016.	Superintendent, Stevenson Principal, District Math Coach, Assistant Superintendent for Curriculum & Instruction	6/15/2016