



River Forest
Public Schools

Strategic Plan Action Objective Templates

2016-17

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 2. Maintain ongoing contact with Superintendent and IAB chair. 3. Attend any special meeting or events that are sponsored or endorsed by the IAB. 4. Determine the appropriate communication channels to distribute IAB information.	D90 Communications Coordinator Board Comm. Chair, Superintendent, Communications Coordinator	1. Sept. 2016 (ongoing) 2. Bi-monthly during 2016-17 School Year 3. As scheduled 4. Dec 2017	Calendar of IAB meetings Contact information for IAB chair and other key individuals	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.

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.		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 2016		
4. Draft a communications and launch plan to inform key stakeholders about the progress of the Strategic Plan.	Communications Coordinator	Apr/May 2016		

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 Review Committee 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.

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/Principal s	Fall 2018	Collaboration Time, Resources, Standards,	Differentiated highly engaging/project-based learning experiences
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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 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.) 3. Team members complete requisite elements and compile final product 4. Building principal or Director of Curriculum and Instruction provide consultation/assistance, as needed 5. Completed instructional materials shared among teachers for classroom use	- Grade Level Leaders - Department Chairs - Classroom teachers - Principals, Director of C&I	Fall 2018 Sep. 2018 Oct. 2018–Mar. 2019 Oct. 2018–Mar. 2019 Apr. 2019	1. Professional collaboration time 2. Access to instructional resources, standards, sites	1. Completed collaborative thematic unit for each grade level/department

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: Annual Review

Leader(s): Anthony Cozzi

Mid-Year X Final

River Forest District 90
Strategic Action Objective Plan Template

Strategic Action Objective: Prior to completion of the annual resident-friendly financial reporting instrument and the long-range financial plan, which are presented to the Board each November, a committee will be formed to review significant financial assumptions and assess if District resources are aligned to District goals.				
Oversight Group: Anthony Cozzi		Relevant Data Sources: Comprehensive Annual Financial Report (CAFR), Annual Budget, IIRC, Bureau of Labor and Statistics.		Anticipated Completion Date: Annually each November
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 committee to review assumptions and alignment to goals	Director of F/F	Annually each spring	Collaboration time	The creation of a committee
2. Complete resident-friendly financial reporting instrument and long-range financial plan	Director of F/F	Annually each fall	Completion time	The completion of the instrument and plan

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

Strategic Action Objective: 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.				
Oversight Group: PDC and relevant Curriculum Committees		Relevant Data Sources: Faculty surveys, best practices research, Principals to Action (NCTM), rubrics for evaluation of resources		Anticipated Completion Date: 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.				
Oversight Group: <i>IAB and Equity Committee</i>		Relevant Data Sources: <i>Research-based Pedagogy</i>		Anticipated Completion Date: <i>May 2020</i>
Activities to Implement the Objective:	Person(s) Accountable	Timeline Beg./End	Resources Needed: (Time, Professional Development, Supplies, etc.)	Anticipated Outcome/Measurement
1. Review information from the Equity Committee about specific programming models that support high student engagement (UDL, Problem based Learning, Co- Teaching, etc.)	ADCO/PDC	March 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"> • Why are we here? • What are we trying to accomplish? 2. Analyze what information is gathered & how it is used 3. Review assessment best practices 4. Review what we currently have in place (including assessment schedule) and make recommendations to ADCO for modifications, as needed	- Psychologist - Parent - Classroom Teacher - Administrators - Instructional Specialist - Technology Specialist	January 2017 March 2017 April 2017 May 2017	1. Professional collaboration time 2. Assessment calendar 3. Assessment research 4. Assessment description	1. Recommendation for revised assessment portfolio 2. Revised assessment timeline/calendar

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

Strategic Action Objective: 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.				
Oversight Group: Superintendent's Leadership Council (SLC), content area committees, ADCO	Relevant Data Sources: Current assessment calendar/portfolio, student report cards, State mandated assessments, current use/application of collected data	Anticipated Completion Date: 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

River Forest District 90

Strategic Action Objective Plan Template

Strategic Action Objective: Implement those initiatives and activities, recommended by the administration and approved by the Equity Committee, Inclusiveness Advisory Board (IAB), and Board of Education, that reflect the D90 Vision for Equity: <i>“In order to ensure that every student feels empowered to achieve to his or her full potential, we commit to provide equitable opportunities for all learners, grow an inclusive school community, and demonstrate value for diversity.”</i>				
Oversight Groups: Equity Committee, IAB, ADCO, Board of Education		Relevant Data Sources: Student achievement data, Inclusiveness Advisory Board perception surveys, Education for the Future (EFF) survey, Illinois Youth Survey (IYS)		Anticipated Completion Date: June 30, 2020 (annual reevaluation date will inform necessary adjustments and modifications to initiatives, training, and programming)
Activities to Implement the Objective:	Person(s) Accountable	Timeline Beg./End	Resources Needed: (Time, Professional Development, Supplies, etc.)	Anticipated Outcome/Measurement
1. Investigate and pursue the implementation of instructional models and strategies that have predictive success for narrowing the opportunity gap, including (but not limited to) Universal Design for Learning (UDL), project/problem-based learning, and co-teaching. (EC)	ADCO, Faculty and Staff	Jan. '17 – Jan. '18	Time; Access to research materials, professional journals, and literature	Multi-year implementation plan reflecting both initial and intermediary targets
2. Implement professional development activities and experiences focused on identifying implicit bias and improving cultural sensitivity across all employee groups. (EC)	ADCO, Faculty and Staff	Jan. '17 – July '19	Ongoing relationship with consulting equity partner (currently National Equity Project)	Completed series of training/professional development events for faculty, staff, and administration
3. Research, develop, and implement an explicit plan aimed at broadening recruiting practices intended to solicit an increased number of diverse candidates for employment in District 90. (EC)	Condon, HR Specialist, Principals	March '17 – Feb. '18	Time; Partnership with experienced recruiting/hiring consultant; Refined policies, practices and procedures	Aligned policies outlining Board and District HR expectations; Refined recruiting/hiring practices and procedures enacted with uniformity

River Forest District 90

Strategic Action Objective Plan Template

4. Focus on strategies to support the development and maintenance of friendships and relationships throughout the D90 learning community. (IAB)	Faculty and Staff, Principals, PTO, ADCO, IAB	Jan. '17 - Ongoing	Student, parent, and staff perception survey data; Access to information about “best practices” in improving school climate	Student, parent, and staff perception survey data indicating ongoing improvement over time; Anecdotal feedback culled from stakeholders
5. Identify and implement strategies to increase inclusiveness for families and caregivers in programming and other initiatives. (IAB)	Faculty and Staff, Principals, PTO, ADCO, IAB	Jan. '17 - Ongoing	Student, parent, and staff perception survey data; Access to information about “best practices” in improving school-home relations and parent engagement	Student, parent and staff perception survey data indicating continued improvement over time; Anecdotal feedback culled from stakeholders