



River Forest
Public Schools

Strategic Plan Action Objective Templates

2018-19

Long-Range Goal: Community Partner Programming

Leader(s): Condon

Mid-Year XX Final

River Forest District 90

Strategic Action Objective Plan Template

Strategic Action Objective: Seek opportunities to leverage assets from community partners in offering supplementary programming alternatives for qualifying students and families

Oversight Group: IAB and Equity Committee

Relevant Data Sources: Local organizations indicating interest in partnership

Anticipated Completion Date: August 2019

Activities to Implement the Objective:	Person(s) Accountable	Timeline Beg./End	Resources Needed: (Time, Professional Development, Supplies, etc.)	Anticipated Outcome/Measurement
1. Review details of past partnership with West Cook YMCA, recommit with partnership terms for 2019	ADCO	Fall, 2018	Time for collaborative conversations	Terms of partnership commitment established - <i>Completed</i>
2. Coordinate plans for Power School Academy partnership initiative, 2019	Superintendent, key administrators	Winter, 2019	Time to collaborate	Plans finalized for program components, student identification, and program marketing
3. Launch collaborative initiative(s)	Superintendent, key administrators	Spring - Summer, 2019	Time to collaborate, resources yet to be identified	Initiative launched successfully
4. Evaluate collaborative initiative(s)	Superintendent, key administrators	Summer-Fall, 2019	Time to develop evaluation and feedback instruments	Evaluation of collaborative initiative presented to Board of Education for consideration as long-term partnership

River Forest District 90

Strategic Action Objective Plan Template

Strategic Action Objective: <i>Provide ongoing professional development for staff, administration, Board of Education, and community members to address equity-related issues, such as implicit bias, stereotype threat, mindset, and cultural awareness</i>				
Oversight Group: <i>IAB and Equity Committee</i>		Relevant Data Sources: <i>Teacher Institute evaluation data, research on best practices in pedagogy to narrow achievement gap</i>		Anticipated Completion Date: <i>Ongoing</i>
Activities to Implement the Objective:	Person(s) Accountable	Timeline Beg./End	Resources Needed: (Time, Professional Development, Supplies, etc.)	Anticipated Outcome/Measurement
1. Collaborate with National Equity Project facilitators to identify essential professional development content	Superintendent, Director of C&I	Summer, 2018	Time to collaborate	Essential content identified - <i>Completed</i>
2. Create professional development schedule, ensuring that key training events and experiences are included for all stakeholder groups	Superintendent, Director of C&I, ADCO	Fall, 2018	Time to collaborate	Professional development schedule finalized - <i>Completed</i>
3. Maintain alignment between professional development training and other key equity-related initiatives	Superintendent	Fall, 2018 – Spring, 2019	Time, oversight from IAB and Equity Committee	Verification of alignment
4. Ensure that professional development programming incorporates a feedback loop to identify elements requiring reinforcement	Superintendent, Director of C&I	Fall, 2018 – Spring, 2019	Time to collaborate	Feedback loop instituted
5. Implement mechanism to collect evaluation data with regularity, and use feedback to refine/target future training	Superintendent, Director of C&I	Fall, 2018 – Spring, 2019	Aligned evaluation instrument	Evaluation data used to inform future training

Long-Range Goal: *Equity in Instruction*

Leader(s): *Alison Hawley, Denise Matthews & Diane Wood* Mid-Year XX Final

River Forest District 90

Strategic Action Objective Plan Template (Student Growth & Achievement)

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. 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	Resources that outline UDL research and best practices for implementation I	Continue engagement in One District One Book initiative. Continue collaboration with National Equity Project.
2. Identify and implement curricula while allocating resources for students using an equity lens, monitor ongoing performance of subgroups through student achievement data			Institute Days, professional collaboration time, UDL Committee, consultants	Provide instructional materials with multiple access points and high-ceiling learning tasks. Provide resources that incorporate multiple perspectives. Support the range of reading interests and levels.

Long- Range Goal: Assessments

Leader(s): Denise Matthews, Alison Hawley, Diane Wood

Mid-Year X Final _____

River Forest District 90
Strategic Action Objective Plan Template
(Student Growth & Achievement)

Strategic Action Objective: 2016-20 – D90 will continue to engage in professional development and formal collaboration that supports fully aligned and articulated curriculum specific to CCSS, NGSS, IL Social Studies Standards, and IL SEL Learning Standards, promoting success for all students as identified through shared assessments, highly engaging and differentiated instructional practices, and the use of high-quality, evidence-based resources. The D90 Literacy Committee will continue to implement key components in 2019-20.				
Oversight Group: PDC and relevant Curriculum Committees		Relevant Data Sources: Faculty surveys, education research, and best practices instruction.		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. Review of available resources aligned to standards (pilot if appropriate)	C & I, Literacy Committee, consultant, instructional specialists	2018-20	Committee meetings, support from consultant, best practices resources	Review of classroom library resources and instructional materials for phonics, word study, and grammar.
2. Provide professional development plan for implementation support		2018-20	Institute Days, professional collaboration meetings, grade level meetings, School Improvement Days	Develop implementation plan, outlining expectation for use of any new resources. Implement professional development plan to support any newly adopted resources.
3. Creation of Curriculum Framework		2018-20	Outside providers/resources (online platforms, alignment support), committee meetings, professional collaboration/dept. meetings	K-8 curriculum frameworks aligned to the Illinois Learning Standards for English language arts

Long-Range Goal: Progress Reporting

Leader(s): Denise Matthews, Alison Hawley, Diane Wood

Mid-Year X Final

River Forest District 90
Strategic Action Objective Plan Template
(Student Growth & Achievement)

Strategic Action Objective: During the 2019-20 school year, the Superintendent's Leadership Council (SLC) will continue the development and implementation of a communications plan that will provide guidance for engaging all stakeholders to building capacity around understanding of standards-based student progress reporting (report cards).

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.

Activities to Implement the Objective:	Person(s) Accountable	Timeline Beg./End	Resources Needed: (Time, Professional Development, Supplies, etc.)	Anticipated Outcome/Measurement
1. Create a professional development plan to build capacity with teachers and administrators	SLC, ADCO Communications Coordinator	Ongoing 2018-20	SLC meetings, ADCO, consultant, the range of district communications, focus groups, supporting resources, as needed	Revise as needed and continue implementation of a communications plan,
2. Develop an FAQ document for key stakeholder groups	SLC (formatting and SEL portion) content comms.			Feedback for revisions, development of FAQs, parent programming, parent rollout plan
3. Educate BOE, parents, and students about best practices and grading issues	Content area committees			Shared expectations for use
4. Begin review of report card formats	District level Communications			Shared expectations for use

5. Develop report card learning goals for content areas	SLC, content area comms.			Shared expectations for use
6. Provide a feedback loop to staff (2018) and parents (2019)	ADCO, key staff			Feedback for revisions, development of FAQs, parent programming, parent rollout plan
7. Provide professional development (ongoing) for teachers	All staff			Shared expectations for use
8. Provide parent education (ongoing) related to reporting change	ADCO			Shared expectations for use
9. Fully implement a new reporting system	All staff			New and improved system of student progress monitoring and reporting

Long-Range Goal: ID Performance Gaps Leader(s): T. Steketee, C. Godfrey, E. Condon, A. Hawley, and D. Davis Mid-Year XX Final

River Forest District 90

Strategic Action Objective Plan Template (High Quality Workforce)

Strategic Action Objective: Identification of Performance Gaps: <i>During the 2019-20 school year, continue to develop and implement a “performance matrix” to identify and monitor student achievement gaps over time, using the data to establish multi-year action plans addressing inequities.</i>				
Oversight Group: Grade Level: <i>ADCO, Data Review Committee, Equity Committee</i>		Relevant Data Sources: <i>NWEA MAP, PARCC, EFF, Attendance, RMS Detention Data</i>		Anticipated Completion Date: <i>June 2019</i>
Activities to Implement the Objective:	Person(s) Accountable	Timeline Beg./End	Resources Needed: (Time, Professional Development, Supplies, etc.)	Anticipated Outcome/Measurement
1. Re-envision the performance matrix as a strategic dashboard, and begin development.	Data Review Committee	January, 2019	Data Protocols, Collaboration time, Performance data	Draft “strategic dashboard” - <i>In process</i>
2. Share refined strategic dashboard with stakeholders to elicit feedback	Board Equity Committee	January, 2019	Collaboration time, Resources, Standards	Refine strategic dashboard
3.. Launch strategic dashboard to community	Superintendent Communications Coordinator	February, 2019	Time, Communications Resources	Launch strategic dashboard

Long-Range Goal: Tech. Professional Development Leader(s): T. Steketee, C. Godfrey, E. Condon, A. Hawley, & D. Davis Mid-Year XX Final

River Forest District 90

Strategic Action Objective Plan Template (High Quality Workforce)

<i>Strategic Action Objective: Provide ongoing professional development in technology to meet identified staff needs</i>				
<i>Oversight Group: Technology Committee</i>		<i>Relevant Data Sources: Staff survey feedback</i>		<i>Anticipated Completion Date: June 2019</i>
Activities to Implement the Objective:	Person(s) Accountable	Timeline Beg./End	Resources Needed: (Time, Professional Development, Supplies, etc.)	Anticipated Outcome/Measurement
1. Create a survey to solicit feedback about staff needs pertaining to technology	Instructional Tech Specialists	Fall 2018	Time, Feedback	1. Survey feedback
2. Interpret data	Instructional Tech Specialists, key teacher leaders	Fall 2018	Time to collaborate/plan	2. Identification of technology needs
3. Prioritize needs by meeting with grade level teams		Fall 2018	Space, materials, etc.	3. List of prioritized needs
4. Plan and develop professional development opportunities to meet staff needs		Winter 2019	Evaluation instrument	4. Planned PD
5. Implement development training	Technology specialists, ADCO	Winter 2019		5. Successful PD
6. Evaluate the effectiveness of training		Winter 2019		6. Completed evaluations

Long-Range Goal: Recruiting & Hiring Leader(s): T. Steketee, C. Godfrey, E. Condon, A. Hawley, and D. Davis Mid-Year XX Final

River Forest District 90

Strategic Action Objective Plan Template (High Quality Workforce)

<i>Strategic Action Objective:</i> <i>Develop procedures/protocols that are needed to implement new recruiting and hiring practices with fidelity</i>				
<i>Oversight Group:</i> <i>ADCO, Human Resources</i>		<i>Relevant Data Sources:</i> <i>Alma Advisory Group report, best practices in HR</i>		<i>Anticipated Completion Date:</i> <i>July 2019</i>
Activities to Implement the Objective:	Person(s) Accountable	Timeline Beg./End	Resources Needed: (Time, Professional Development, Supplies, etc.)	Anticipated Outcome/Measurement
Implement Alma Advisory Group Report recommendation regarding competency based screenings	ADCO HR Specialist	Fall 2018	Partnership with Humanex Ventures to train admin. team, time	Continue to seek diverse candidates for employment opportunities within D90 - <i>In process</i>
Attend targeted teacher job fairs and recruiting events: -Loyola University - National Louis University - University of Illinois, Chicago		Ongoing	Time to attend fairs and collaborate with team afterwards regarding possible candidates	

Long-Range Goal: Thematic Unit Development Leader(s): T. Steketee, C. Godfrey, E. Condon, A. Hawley, and D. Davis Mid-Year XX Final

River Forest District 90

Strategic Action Objective Plan Template (High Quality Workforce)

Strategic Action Objective: <i>Provide all staff with access to a grade appropriate thematic unit.</i>				
Oversight Group: <i>ADCO, Grade Level Teams, Department Teams</i>		Relevant Data Sources: <i>Illinois Learning Standards, NGSS, Instructional Resources</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. Grade level/department teams meet to determine best unit for collaborative development	<ul style="list-style-type: none"> - Grade level leaders - Department chairs - Classroom teachers - Principals, Director of C&I 	Fall 2019	Professional collaboration time	Complete 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. 2019	Access to instructional resources, standards, sites	
3. Team members complete requisite elements and compile final product		Oct. 2019– Mar. 2020	Time	
4. Building principal or Director of Curriculum and Instruction provide consultation/assistance, as needed		Apr. 2020	Time	
5. Completed instructional materials shared among teachers for classrooms		July 2020	Time, professional development	

Long-Range Goal: RMS Student Advisory Program

Leader(s): Garstki, A. Cozzi, K. Martin

Mid-Year XX Final _____

River Forest District 90

Strategic Action Objective Plan Template (Learning Environment)

Strategic Action Objective: Roosevelt Middle School implemented an advisory period in August 2017. Every staff member will continue to receive professional development to improve the student advisory class experience, in order to increase the percentage of students feeling that 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: Summer 2019
Activities to Implement the Objective:	Person(s) Accountable	Timeline Beg./End	Resources Needed: (Time, Professional Development, Supplies, etc.)	Anticipated Outcome/Measurement
1. Continue to provide professional development for teachers to improve their advisory efforts	Sub-Committee from Advisory Council	Fall, Winter, & Spring 2019 (ongoing)	Consultants, Professional Development workshops for teachers	Teachers will continue to receive professional training and development on how to conduct a productive advisory.
2. Implement the advisory curriculum, Face-to-Face Advisories, and other related activities.				
3. Organize and implement a service component into the two half-day Snowflake days	Advisory Council	Winter 2018-19	Time	A coordinated service component will become part of the advisory program.
4. Create and implement an online survey for teachers and students to evaluate program efforts and areas for improvement/revision	Advisory Council	Spring 2019	Time, Evaluation materials	Conduct and analyze the results of an online survey to improve students' advisory experience and to compare with baseline data from initial IAB survey.

River Forest District 90

Strategic Action Objective Plan Template (Learning Environment)

Strategic Action Objective: Based upon the district-wide recommendations of the working group consisting of administrators and faculty, the Ad Hoc Flex Space Committee will implement the plan for future furniture/equipment purchases, which is intended to redefine existing space to address students' sensory, emotional, and physical needs

Oversight Group: Ad Hoc Flex Space Committee

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

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. Members of the Ad Hoc Committee will review and begin implementing the recommendations from the working group	-Cozzi, Garstki, Martin	Fall 2018	Professional collaboration time	Review recommendations and continue implementation of furniture/equipment pilot and purchase program
2. A priority list of spaces will be created where creative solutions to space issues and increased student engagement will be implemented.	-Ad Hoc Flex Committee	Fall/Winter 2018-19	Furniture consultants from innovative spaces and other furniture companies	Identify additional instructional spaces for expanded participation in the pilot initiative
3. Continue implementation and expansion of the pilot program for selected furniture purchases by identifying and adding two additional instructional spaces for the pilot program.	-Cozzi, Garstki, Martin	Winter 2018-19	Time and financial resources	Furniture and design elements installed in the identified classrooms; Develop evaluation matrix for furniture/equipment purchased for pilot initiative
4. Review results from pilot program for the cost/benefit ratio between durability and furniture over time. Recommend the appropriate vendor for future furniture purchases.	-Cozzi, Martin	Spring/ Summer, 2019	Time	Develop recommendation for future furniture/equipment purchases

River Forest District 90

Strategic Action Objective Plan Template (Family and Community Partnership)

Strategic Action Objective: Develop and implement a stakeholder communications plan that focuses effectively on the “D90 Crosswalk”, the key elements of the District Strategic Plan, and the importance of ensuring both equity and excellence for all learners.				
Oversight Group: Board of Education Communications Committee	Relevant Data Sources: Relevant information & data from IAB, BOE Equity Committee, SLC, UDL Committee, SBG Committee, etc.			Anticipated Completion Date: June 30, 2019
Activities to Implement the Objective:	Person(s) Accountable	Timeline Beg./End	Resources Needed: (Time, Professional Development, Supplies, etc.)	Anticipated Outcome/Measurement
1. Maintain ongoing contact with Superintendent, Director of Curriculum & Instruction, and chairs or District representatives to the IAB, the Equity Committee, and other appropriate committees 2. Attend or review minutes from regular meetings of SLC, UDL, SBG Committee, Literacy Committee, & Math Committee 3. Attend any special meeting or events that are sponsored or endorsed by the IAB, Equity Committee, and National Equity Project 4. Determine the appropriate communication channels to implement the communication plans developed for this goal.	Communications Coordinator and/or Superintendent	Ongoing: Sept 2018 through June 2019	Contact information for Superintendent and Director of Curriculum & Instruction’s Committees, i.e., UDL Committee, SBG Committee, etc. Calendar of IAB and Equity Committee meetings Periodic research about inclusivity and equity in the educational environment	Create communications plans for the D90 Crosswalk, specific elements of the Strategic Plan, and the philosophy linking equity with excellence. Implement new channel(s) of communication for equity efforts, i.e., internal or 3 rd party videos. Disseminate a minimum of 5 communication pieces through normal District channels such as School Messenger notices, Primer articles, Community Trifold, D90 Website News All information will be disseminated productively and promptly.

Abbreviation Glossary:

Inclusiveness Advisory Board – IAB

Superintendent’s Leadership Council – SLC

Standards Based Grading – SBG

Universal Design for Learning – UDL

Long-Range Goal: Resources

Leader(s): Anthony Cozzi

Mid-Year XX Final

River Forest District 90
**Strategic Action Objective Plan Template
(Resources)**

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 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	-Cozzi	Annually, each spring	Collaboration time	1. Instrument and plan updated and completed with current year assumptions and figures.
2. Complete resident-friendly financial reporting instrument and long-range financial plan	-Cozzi	Annually, each fall	Completion time	2. Instrument and plan completed