



## District 90 Strategic Planning Executive Summary - 2017

The first year of District 90's Strategic Plan has resulted in significant progress. During the 2016-17 school year, five Action Objective Teams have been working to implement programs and initiatives that bring the goals and objectives of the 2015-20 Strategic Plan to fruition. All Teams have achieved or made significant progress on the 2016-17 initiatives. Steady progress has also been accomplished on goals that require multiple years to accomplish. Below is a snapshot of the five Action Objective Teams, their goals, and the initiatives designed to implement the goal.

### High Quality Workforce

<b>Goal</b>	<b>Recruit, develop, support, and retain a high-performing and diverse staff that practices collaboration and pursues continuous improvement.</b>	
<b>Objective</b>	<b>Identification of Performance Gaps:</b> Identify performance gaps and develop 3-5 year plans for the implementation of highly engaging learning experiences for students.	
<b>Objective</b>	<b>Instructional Collaboration:</b> Provide all faculty with access to thematic curriculum.	

### Student Growth & Achievement

<b>Goal</b>	<b>Ensure continuous development, growth, and achievement for all students.</b>	
<b>Objective</b>	<b>Assessments:</b> Continue to engage faculty in professional development and formal collaboration that support curricula aligned with standardized assessments.	
<b>Objective</b>	<b>Equity:</b> Ensure that all faculty and staff are involved in activities that increase educational access and success for all students.	
<b>Objective</b>	<b>Curriculum:</b> Recommend and implement a student assessment calendar	
<b>Objective</b>	<b>Progress Reporting:</b> Develop a multi-year plan leading to the implementation of a standards-based progress reporting system	

### Learning Environment

<b>Goal</b>	<b>Cultivate a positive learning environment that meets the physical, academic, and social emotional needs of every student</b>	
<b>Objective</b>	<b>Learning Environment:</b> Implement an advisory period at Roosevelt Middle School in August 2017.	
<b>Objective</b>	<b>School Environment:</b> Establish a District-wide working group to make recommendations for purchasing educational equipment and redefining existing spaces.	

### Family and Community Partnership

<b>Goal</b>	<b>Foster partnerships and shared responsibility between schools, family, and the community to enrich the lives of all stakeholders.</b>	
<b>Objective</b>	<b>IAB Communication:</b> Disseminate three communications about the District's equity and inclusiveness efforts to key stakeholders.	
<b>Objective</b>	<b>Strategic Plan Reporting:</b> Create a reporting vehicle that illustrates Strategic Plan progress.	

### Resources

<b>Goal</b>	<b>Continue to demonstrate effective and efficient business operations and ensure excellent stewardship of public resources.</b>	
<b>Objective</b>	<b>Annual Review:</b> Form a committee to review significant financial assumptions and alignment with District goals, and update the financial reporting document, as needed.	

### Progress Color Key

<b>Achieved</b>	<b>Progressing &amp; On Track for Completion: 2017-2018</b>	<b>Multi-Year Initiative</b>	<b>Not Yet Started</b>
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## High Quality Workforce

Goal	Recruit, develop, support, and retain a high-performing and diverse staff that practices collaboration and pursues continuous improvement.	
Objective	<b>Identification of Performance Gaps:</b> During the 2016-2017 school year, a District 90 Data Review Committee will be formed to analyze District 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.	Yellow
Objective	<b>Instructional Collaboration:</b> During the 2018-19 school year, all District 90 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.	Red

**Identification of Performance Gaps:** By June 2017, the District's Data Review Committee membership was identified and tentative plans made to convene early in the summer of 2017 to determine data collection protocols and accountability metrics. The Committee is on track to launch the data instrument this fall, and will be collecting and monitoring student achievement data over the course of the upcoming school year so that the disaggregated data can be analyzed.

**Instructional Collaboration:** As reflected in the initial Action Objective Plan, this action objective will be embarked upon in the 2017-18 school year. No steps were taken to pursue this action objective during the 2016-17 school year.

### Progress Color Key

Achieved

Progressing & On Track for  
Completion: 2017-2018

Multi-Year Initiative

Not Yet Started



## Student Growth and Achievement

Goal	Ensure continuous development, growth, and achievement for all students.	
Objective	<b>Assessments:</b> From 2016-20, District 90 will continue to engage in professional development and formal collaboration that supports a 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 District 90 Math Leadership Team (MLT) will identify and implement key components 2016-17. Engagement in professional development and formal collaboration that support curricula aligned with standardized assessments.	
Objective	<b>Equity:</b> 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.	
Objective	<b>Curriculum:</b> 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 will clearly communicated throughout the District 90 community.	
Objective	<b>Progress Reporting:</b> During the 2016-17 school year, the Superintendent's Leadership Council (SLC) will research and develop a staged, multi-year plan that will lead to the implementation of a standards-based student progress reporting system (report cards), addressing the progression of learning specific to the CCSS, NGSS, the Illinois Social Studies Standards, and Illinois Social Emotional Learning Standard.	

**Assessments:** The Student Growth and Achievement (SG&A) Action Objective Team is currently making progress on this multiyear initiative. The Team has developed a flexible time line that indicates when each content area is expected to undergo a formal curriculum review process, while maintaining the ability to assess organizational capacity for new and ongoing initiatives. The Team has outlined the stages of the Curriculum Review Cycle process, which articulates the specific goals and objectives for each year of the six-year review cycle. The Math Leadership Team (MLT), consisting of grade level representatives across all buildings, researched best practices on math instruction. The research findings guided the development of the District's *Vision for Mathematics Education*, which served as one the drivers for the adoption of new mathematics materials. The MLT and a number of volunteer classroom teachers conducted a math instruction pilot in the Winter/Spring of 2017. The results of the math pilot culminated in the Board of Education's adoption of new instructional materials (*Investigations in Number, Data, and Space 3*) in May 2017. The strategy for implementing the new math curriculum has been developed, which includes plans for professional development and implementation of the new materials. Assessment action plans based on implementation feedback will be developed during the 2018-19 school year.

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River Forest  
Public Schools

## Student Growth and Achievement (cont'd)

**Equity:** The SG&A Action Objective Team is demonstrating progress on the equity objective. The Professional Development Committee (PDC) is moving forward with the Universal Design for Learning (UDL) initiative through exploration and professional development for faculty and staff. To support our commitment to inclusion, teachers in all buildings worked together to collaboratively teach units, themes or classes. The success of these partnerships has increased the number of collaboratively taught classrooms planned for the 2017-18 school year. Next year, the District is adding an additional inclusion preschool classroom and collaborating with the River Forest Community Center to increase programming options for our youngest learners. Staff and administrators participated in trainings provided by the National Equity Project. Trainings will continue next year. The Math Leadership Team discussed equitable practices in mathematics education. The process for identifying new instructional materials incorporated an equity strand embedded in the rubric utilized to vet and evaluate the pilot materials. Going forward, reading materials and classroom libraries will become a focus for audit and the purchase of replacement materials and resources.

**Curriculum:** The SG&A Action Objective Team reached its stated objectives as it relates to assessment. With the establishment of an ad-hoc committee, the purpose and goals of each assessment listed on the *District's Assessment Calendar* has been reviewed. The committee also conducted a thorough review of its assessment portfolio, to determine which assessments were mandated by the State of Illinois (PARCC assessment); were utilized to monitor District equity goals or student growth and achievement (MAP); or served as the Response to Intervention (RtI) universal screener (AimsWeb). Additionally, the committee reviewed the assessment calendars of neighboring districts to examine parity related to the number of assessments administered to students each year. The committee continues to review recent research around testing and the impact it has on classroom instruction and student growth. Finally, the committee recommends that while the majority of the District's assessments are aligned to mandates or District goals and initiatives, the Cognitive Abilities Test (CogAT) merits a closer look regarding its purpose, alignment to goals, and its current use for student placement.

**Progress Reporting:** The SG&A Team is currently making progress in the advancement of the progress-reporting goal. Much of the initial work of area will be ongoing as the Superintendent's Leadership Council (SLC) continues to build its best practice knowledge base related to final products and outcomes, as well as communication and capacity building. In subsequent years, as the work becomes more nuanced, the SLC will utilize its knowledge of best practices in standards based reporting to refine the District implementation plan. The SLC drafted an initial vision statement that will continue to be developed during the summer of 2017. The vision is intended to support best practice, as well as the District's equity goals. Finally, the gap analysis of current grading practices versus standards based grading practice was initiated by looking at it from the highest level to determine the span of grading practices in Grades K-8. The SLC will continue to research further into grade level and individual grading practices in order to identify patterns and develop targeted professional development supports as the this initiative moves forward.

### Progress Color Key

Achieved	Progressing & On Track for Completion: 2017-2018	Multi-Year Initiative	Not Yet Started
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## Learning Environment

Goal	Cultivate a positive learning environment that meets the physical, academic, and social emotional needs of every student	
Objective	<b>Learning Environment:</b> 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%.	
Objective	<b>School Environment:</b> 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.	

**Learning Environment:** As of May 2017, the Learning Environment Action Objective Team's Advisory Council is on track to introduce an advisory period for all Roosevelt Middle School students in the fall of 2017. The Advisory Council has taken specific measures that support the introduction of an advisory period including

- Created a schedule within the school day to conduct the advisory period.
- Developed a handbook that explains the procedures and policies of the advisory period.
- Created an electronic database with lesson plans for the teachers of the advisories.
- Conducted mock advisories to solicit feedback from both teachers and students.
- Solicited feedback by surveying students and parents to create baseline data about student connectedness to school.
- Finalized a Summer Institute for teachers to receive additional training on facilitating an advisory period.

**School Environment:** By May 2017, the Learning Environment Action Objective Team had selected and obtained approval for a number of vendors who are able to provide innovative classroom furniture. One classroom with innovative and flexible classroom furniture has been piloted at Lincoln School during the 2016-17 school year. One classroom at both Roosevelt and Willard will begin a similar pilot in the fall of 2017. All future SMART board purchases will be of the mobile variety type. The School Environment Action Objective Committee met with a similar subcommittee of the Technology Committee to collaborate and organize the priorities for each group in order to leverage the resources.

### Progress Color Key

Achieved

Progressing & On Track for  
Completion: 2017-2018

Multi-Year Initiative

Not Yet Started



## Family and Community Partnership

Goal	Foster partnerships and shared responsibility between schools, family, and the community to enrich the lives of all stakeholders.	
Objective	<b>IAB Communication:</b> 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.	
Objective	<b>Strategic Plan Reporting:</b> 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.	

**IAB Communication:** By May 2017, the Family and Community Partnership Action Objective Team had disseminated more than three communications that “support and inform the District 90 community about the IAB's efforts ...” These communication efforts included:

- IAB Survey (Development and administration of survey)
- March Primer (IAB Survey)
- November Primer (IAB Volunteers)
- November/December Postcard (IAB Volunteers – 2 new volunteers)
- IAB/Equity Webpage Updated
- Tri-District Town Hall Forum Communications Support including:
  - Press Release
  - Media Advisory (reporter invitation)
  - Wednesday Journal Coming Events

**Strategic Plan Reporting:** By May 2017, the Family and Community Partnership Action Objective Team had created a reader-friendly scorecard to inform the District 90 community about the progress and implementation of the current Strategic Plan's 2016-17 Action Objectives. A communications plan has also been developed. Initial implementation of the communications plan is to begin in the fall of 2017.

### Progress Color Key

Achieved	Progressing & On Track for Completion: 2017-2018	Multi-Year Initiative	Not Yet Started
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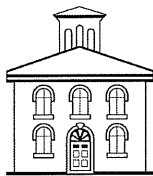
## Resources

<b>Goal</b>	<b>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</b>	
<b>Objective</b>	<b>Annual Review:</b> 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.	

**Annual Review:** In 2016-17, The Resources Action Objective Team created a small committee that is comprised of diverse stakeholders. This committee met several times during the school year and made specific recommendations to improve and increase public engagement with the Resident-Friendly Financial Reporting document. The suggestions include reducing presentation years from 10 to 5 years; adding a rationale for the use of the Employment Cost Index (ECI); adding portions of definitions to the pie chart; and incorporating additional explanations for greater clarity. Additionally, a long-range financial plan has been refined that aligns the District's resources with its goals.

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## **Executive Summary**

### **Targeted Action Objectives, 2016-17**

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

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.

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.

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 reflects required accountability elements as well as the essential measurements of student achievement that must inform instruction.

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

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

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%).

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.

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

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.

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.

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

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.

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.

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

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.