To: Board of Education

From: Philip Bender, Superintendent
                   Bernadette Tramm, Strategic Plan Internal Facilitator

Date: July 9, 2012

Subject: Strategic Plan Final Progress Report Year 2

District 64 has now completed two years of implementation activities for the Strategic Plan, *"Journey of Excellence."* During both years, almost 400 certified teachers and administrators worked directly and actively to implement the overall plan; all District 64 administrators had a leadership role on one or more of the action plans. The overall plan, organized under five strategies, is expected to require a minimum of five years to implement as originally envisioned.   (Attachment 1)

Previous progress reports for this year were presented on December 12, 2011 and March 12, 2012, and have been added to the Strategic Plan page of our website. This third report is intended to present an overview of activities completed during the final trimester.

Third Trimester Activities
As reported previously, the time devoted to Strategic Plan activities by each committee was arranged differently this year:
- Two, full-day work sessions were scheduled for District Institute Days on November 8 and February 10. Teachers met with their strategy committee for the day at an assigned location to focus on Year 2 activities exclusively.
- In addition, parts of four early release Wednesdays were earmarked to share progress reports at the building level. Each strategy committee had an opportunity to share its plan activities, so that all teachers had a fuller view of the overall plan by the end of the year. This report includes an account of the February 29 building meeting, when Strategy I – Advanced Technology was spotlighted, and the April 25 building meeting, when Strategy IV – Student Learning was the focus.
- Finally, an early release Wednesday building meeting in May was used to celebrate the accomplishments of all groups thus far, and to preview the approved plans for 2012-13 with teachers.

Also during this trimester, Strategic Plan related presentations were shared with the Board as follows:
- April 9 Committee-of-the-Whole – Presentation on 2012-13 District-wide priorities and Strategic Plan activities, including instructional technology coaching recommendation
- April 23 Regular Meeting – Final approval of 2012-13 plans and budget

With the conclusion of the second Institute Day in February, Strategic Plan activities involving teachers continued on a more limited basis this spring. As identified in the

report, several sub-committees met selectively utilizing release time to wrap up activities for the year and look ahead to 2012-13. Administrators also met frequently to plan proposed activities and budgets for 2012-13. Details about accomplishments during the third trimester in each strategy area are provided on the following pages.

Highlights of 2011-12 Accomplishments
Looking back at the second full year of implementation activities, highlights of the accomplishments achieved during this year include:

- **Strategy I – Accelerating the Use of Advanced Technology**
The 2011-12 school year was an exciting time of growth and development in the area of technology. With a focus on the Technology Coaching Pilot, the District discovered the value of job-embedded professional development to help teachers accelerate their use of advanced technology. The pilot schools, the technology department and the Technology Implementation Committee (TIC) worked diligently this year to evaluate the program and determine the long-term needs of the District. In addition, the Strategy I – Technology Committee participated in valuable professional development in the area of 21st century learning and technology integration. Teachers learned new strategies and skills to engage students in the use of technology to support student learning. With the increase in confidence in using technology, the demand for access to reliable tools is also increasing. The TIC reviewed the needs for additional and new hardware to support the Strategic Plan in the area of technology. The 2012-13 school year will bring about quality professional growth for technology integration as we begin to implement the Common Core State Standards and the District's Priority Standards.

- **Strategy II – Personal Student Goals**
After teacher and students piloted student goal-setting in many different classrooms in the fall and winter, the Strategy II – Personal Student Goals Committee established a new format/location where student goals will be stored for students, teachers and parents to review. A free, homegrown Google Docs e-portfolio for goal setting will afford students from all grade levels a location for their goal(s) with the use of this tool. Age and developmental appropriateness will limit this tool's use at K-2 level as appropriate. It was established that SMART Goals (Specific, Measurable, Attainable, Relevant/Realistic & Time bound), as part of this portfolio, will structure the conversations teachers and/or parents will have with students towards setting goals. Further, an established student-led conference format, shared at the committee's work session on the February Institute Day, will be a template for future goal setting with students sharing their goals in grades 6-8. Finally, staff input on what is needed for training students, teachers and parents was provided for clarity as the student goal setting curriculum is drafted in 2012-13 by a smaller Student Goal Setting Committee.

- **Strategy III – Collaboration with our Partnership**
As planned, this was the initial year of activity in this strategy area, which expanded from a small leadership group of administrators to a teacher steering committee representing all schools by year-end. Outreach to the community also got underway in the fall with a Community Conversation with local organizations. Activities completed this year have positioned this strategy to move forward on schedule with pilot service learning projects in the upcoming school year.

- **Strategy IV – Student Learning**

Work on the action plans in this strategy during the 2011-12 school year focused on "unwrapping" the Priority Standards in each curricular area, developing the "big ideas" and "essential questions" that will guide instruction toward these standards, and mapping out where these standards fit within current curricular units of study. Priority Standards in all core and encore curriculum areas have been developed and are ready to be implemented in 2012-13. Teachers have received an initial introduction to the Priority Standards and Common Core Standards with plans for further staff development underway. In addition, we have continued to support teachers in the use of data on student performance to guide differentiated instruction and interventions.

- **Strategy V – Tools for Change**

Over the year, individuals and groups within the District found the change protocol a useful checklist when planning for how to implement change across a wide variety of situations, not solely related to the Strategic Plan. It has successfully raised the level of awareness about the need to think ahead and to schedule communications when envisioning changes. This helps to ensure that everyone that may be affected is alerted and prepared as far as possible for the expected impact. The strategy has highlighted the importance of thinking of change as a process, and it will continue to be a useful tool.

Budget

The approved budget for the year was $225,000 plus $75,000 earmarked from the technology department budget. Expenditures for the year were lower than anticipated, with a surplus of almost $70,000 remaining unspent. This is the second year that expenditures for Strategic Plan activities have been significantly below budget.

The technology coaching pilot accounted for the majority of expenditures. Other expenses included: release time for sub-committees to meet, such as the Technology Implementation Committee, the new Strategy III Service Learning Committee, and specific Strategy IV Student Learning sub-committees; expenses for Institute Days when all staff were involved in Strategic Plan activities; support of the change protocol; and modifications to the online teacher application system.

Next Steps for 2012-13

In April, the Board approved the budget and activities for the coming school year. As reported at that time, Strategic Plan activities for 2012-13 and beyond must be more clearly embedded within the District's initiatives. Through the spring, the Strategic Plan leadership group, District administrators, building principals and the Department of Student Learning Curriculum Team all considered how best to organize our activities for the coming year. In light of the District's mission, consideration was given to accommodating within our limited time and resources: activities remaining in each strategy area; the timeline imposed by the state to implement the Common Core State Standards (CCSS) and Partnership for Assessment of Readiness for College and Careers (PARCC) assessments; preparations for the new principal and teacher evaluation process; continuing implementation of Response to Intervention (RtI) initiatives; and other emergent demands. The result was a clear determination that implementation of the Priority Standards/CCSS and integration of technology should be the central area for all staff to focus on in 2012-13. Instead of requiring the "all in" participation of all staff and administrators to serve on individual Strategic Plan committees, in 2012-13 an

"all in" commitment to this implementation effort will be needed. This overview was shared with all staff at the May building meetings. (Attachment 2)

In conclusion, implementation of the District 64 Strategic Plan in 2011-12 has shown great progress in all essential areas. As we continue to move forward, it is likely that some action plans within individual strategies may be combined or addressed in different ways than originally foreseen. However, the plan itself remains an essential mechanism to focus our energies and resources on the key areas that will have the greatest impact to help achieve our District's mission.

As we wrap up two years of work, we would like to acknowledge the members of the Strategic Plan leadership group for their dedication and creativity in meeting the unique challenges of coordinating and directing the activities of all staff members to implement the plan: Dr. Terri Bresnahan, Director of Technology; Lincoln Assistant Principal Tim Gleason; Dr. Kevin Dwyer, Roosevelt Principal; (former) Assistant Superintendent Diane Betts; (former) Washington Principal Kim Nasshan; and Public Information Coordinator Bernadette Tramm/Internal Facilitator.

We look forward to reporting to the Board as the *"Journey of Excellence"* continues in 2012-13.

Park Ridge-Niles School District 64 "Journey of Excellence" Strategic Plan

Strategy I: *We will accelerate the use of advanced technology as an integral component of the educational program and to effectively manage our system.*

Action Plan 1: *Implement the Technology Scope and Sequence Curriculum that is under development by the District 64 Technology Action Team.*

Leader: Terri Bresnahan
Assistants: Andy Petroline, Dan Walsh, Joel Martin

Overview:
The District Technology Committee has worked diligently to broaden its approach in its expectations for students in the area of technology. The Scope and Sequence, which details specific skills associated with the use of technology, is one part of the 21st century skills we want students to master. The National Educational Technology Standards for Students (NETS-S) are the standards we need to use to prepare our students for their futures. The NETS-S move beyond the basic skills to a more rigorous set of expectations that encompass higher-level thinking and are more directly aligned with the new Common Core.

The NETS-S include the following:
1. Creativity & Innovation
2. Communication & Collaboration
3. Reasearch & Information Literacy
4. Critical Thinking, Problem Solving, and Decision Making
5. Digital Citizenship
6. Technology Operations & Concepts

By focusing on these standards, our students will be better prepared to be successful in the new state assessments, meet the demands of the new Common Core State Standards, and be ready for higher levels of education.

July 9, 2012 Status Report

Steps accomplished in third trimester:

- **Building Meetings, February 29**
  - The TIC committee members along with the Technology Coaches presented an overview of the Technology Committee Strategic Plan work, including an activity that reviewed elements of the NETS for Teachers and Students.
  - The activity during the meeting was an interactive scavenger hunt utilizing the iPads and QR codes. Teams of teachers experienced a technology-rich activity that modeled effective use of technology as a tool for learning.

Next Steps for 2012-13

With the approval of the Instructional Technology Coaches for each building for the 2012-13 school year, all staff will be provided with opportunities to increase their understanding of the NETS and develop ways to integrate those standards into their

teaching. The coaches will work with all faculty, small groups, and individual teachers to find ways to infuse 21st century skills into their everyday curriculum.

Park Ridge-Niles School District 64 "Journey of Excellence" Strategic Plan

Strategy I: *We will accelerate the use of advanced technology as an integral component of the educational program and to effectively manage our system.*

Action Plan 2: *Ensure that all staff adhere to a minimum standard of technology proficiency and continually advance their technology acumen.*

Leader: Terri Bresnahan
Assistants: Andy Petroline, Dan Walsh, Joel Martin

July 9, 2012 Status Report

Steps accomplished in third trimester:

- **Technology Usage Survey, Spring, 2011-12**
  - The spring survey was administered to all staff in both pilot and non-pilot buildings.
  - Results were shared with the Board as part of the technology coach presentations.
  - As self-reported by teachers, there is a connection between increased usage and level of comfort in using technology with the work of the technology coaches.
  - Across the District, teachers are experiencing greater confidence in using technology to enhance their curriculum.
  - The need for professional development and access to technology resources remains a need as staff work towards increasing their technology acumen.

- **Building Meetings, February 29**
  - Teachers participating in the activity during the building meetings were exposed to new strategies to engage students in technology-rich learning.
  - As a result of this meeting, teachers increased their skills in the area of using iPads and QR codes as a method for collaboration, communication, critical-thinking and learning new technical skills.

Next Steps for 2012-13

- The Instructional Technology Coaches will focus their efforts on developing teachers in the area of technology and quality instruction to support the implementation of the District's Priority Standards and the Common Core State Standards.
- The Instructional Technology Coaches will utilize a rubric to measure their own progress in working with teachers to improve their technology acumen.
- A "Coaches' Corner" website will be developed to allow for collaboration and communication among all staff and coaches. The website will also provide resources to support teachers as they develop their professional skills in the area of technology integration.
- The Technology Implementation Committee will continue to collect data and feedback from teachers to evaluate the progress of teachers as they strive to meet the minimum proficiency guidelines as outlined in the NETS for Teachers.

Park Ridge-Niles School District 64 "Journey of Excellence" Strategic Plan

Strategy I: *We will accelerate the use of advanced technology as an integral component of the educational program and to effectively manage our system.*

Action Plan 3: *Provide resources to assist educators to create, maintain, and integrate educational experiences with various technologies as the medium.*

Leader: Terri Bresnahan
Assistants: ESC Team

July 9, 2012 Status Report

Steps accomplished in third trimester:

- **Technology Coaching Pilot**
  - The pilot was deemed a success and with the Board's approval, the program will be expanded to all buildings for the 2012-13 school year.
  - The Technology Coaches worked with the Director of Technology to prepare for the four additional coaches to join the team.
  - The Technology Coaches prepared professional growth opportunities for all staff during the summer months.

Next Steps for 2012-13

The Technology Coaches will be called Instructional Technology Coaches moving forward and will focus on integrating technology with the Common Core State Standards and the District's Priority Standards. The coaches will work as a team to systematically provide resources to all staff that will enhance the curriculum. The Instructional Technology Coaches will also collaborate with the Library Information Specialists and the building Principals to ensure the needs of all staff are met in the area of information literacy and 21st century learning.

Park Ridge-Niles School District 64 "Journey of Excellence" Strategic Plan

Strategy I: *We will accelerate the use of advanced technology as an integral component of the educational program and to effectively manage our system.*

Action Plan 4: *Utilize available technology to manage our schools more efficiently and effectively.*

Leader: Terri Bresnahan
Assistants: ESC Team

July 9, 2012 Status Report

Steps accomplished in third trimester:

- **Google Apps for Education**
  - At Lincoln Middle School, students and staff piloted the use of Google Apps for Education to enhance online collaboration and communication. Teachers and students found Google to be an easy-to-use solution to allow students to work in teams in an online format and for teachers to communicate with students regarding their work. There is no cost to using Google Apps for Education.
  - The District is replacing its former calendar system with Google Calendars and has provided training to all building secretarial staff and central office staff. The new calendars provided through Google will provide the District with the capabilities it needs to manage building usage and communicate events. There is no cost to using Google Calendar.

Next Steps for 2012-13

The District will plan on providing Google Apps for Education for all buildings. A domain will be set up under the direction of the District's new Manager of Technology and the Instructional Technology Coaches and Building Technologists will provide the training and support as we make the move. An action plan for the migration will be developed during the summer, including how we can use the Change Protocol to implement the change. There is no cost to adding Google Apps for Education as a tool for the District.

Park Ridge-Niles School District 64 "Journey of Excellence" Strategic Plan

Strategy I: *We will accelerate the use of advanced technology as an integral component of the educational program and to effectively manage our system.*

Action Plan 5: *Utilize technology to inform and communicate with the community.*

Leader: Terri Bresnahan/Bernadette Tramm
Assistants: ESC Team

July 9, 2012 Status Report

Steps accomplished in third trimester:

- **Website**
  - The District continued to monitor and enhance the website as needed.
  - District departments have begun to review pages specific to each of their needs and will work to update the sites as needed.

Next Steps for 2012-13

The District's website will also undergo further enhancements as we progress next year to increase communications with the community.

Park Ridge-Niles School District 64 "Journey of Excellence" Strategic Plan

Strategy I: *We will accelerate the use of advanced technology as an integral component of the educational program and to effectively manage our system.*

Action Plan 6: *Build appropriate network infrastructure to support the advanced use of technology throughout the District.*

Leader: Gerry Berkowitz
Assistant: Terri Bresnahan

July 9, 2012 Status Report

Steps accomplished in third trimester:

- The network infrastructure continued to be monitored for reliability and efficiency.

Next Steps for 2012-13

- As the new Manager of Technology acclimates to the District, he will monitor and assess the status of the network to ensure that it is robust enough to meet the demands of the curriculum.

Park Ridge-Niles School District 64 "Journey of Excellence" Strategic Plan

Strategy I: *We will accelerate the use of advanced technology as an integral component of the educational program and to effectively manage our system.*

Action Plan 7: *Implement a District 64 "Technology Implementation Committee" (TIC), modeled on similar functions in the private sector and at the state and federal levels, to ensure value-driven technology implementation.*

Leader: Terri Bresnahan

July 9, 2012 Status Report

Steps accomplished in third trimester:

- Recommendations from the TIC were used to develop the 2012-13 technology budget.

Next Steps for 2012-13

The committee will reconvene in the fall to focus on policy development and to monitor the progress of the Instructional Technology Coaching model. The TIC will continue to assess the needs of the staff in relation to student learning and the integration of technology and begin to develop long-term plans for technology implementation.

Park Ridge-Niles School District 64 "Journey of Excellence" Strategic Plan

Strategy II: *We will develop and implement a system for setting, measuring and achieving personally challenging goals for each student related to academics, civil behavior, talents and interests.*

Action Plan 1: *Grades K-2 students will set goals with adult guidance.*

Action Plan 2: *Grades 3-5 students will set and reflect upon goals in four categories: academic, civil behavior, talents, and interests. Adult guidance will be used in this process with the goal of the student taking more responsibility over time.*

Action Plan 3: *Grades 6-8 students will set, monitor and regularly reflect upon goals in four categories: academic, civil behavior, talents, and interests. Adult guidance will be used in this process with the goal of the student taking more responsibility over time.*

Leader: Tim Gleason (Team Leader)
Assistants: Marcy Canel (grades pre-K-2), Kim Nasshan (grades 3-5), Tim Benka (grades 6-8)

July 9, 2012 Status Report

Steps accomplished in third trimester:

On May 16, the Strategic Plan-Student Goal Setting leadership group met at Carpenter School to plan for a smaller Student Goal Setting Subcommittee for the 2012-13 school year. The invitation will seek 15-16 District 64 staff members from each District 64 building.

The leadership team discussed a plan for the 2012-13 school year based upon inputs from staff members from the February 10 Institute Day work. This plan includes:

- A summer letter to Student Goal Setting Committee members highlighting the accomplishments of the Student Goal Setting Committee's work completed over the first two years. Further, the letter provides a structure for next year's committee work. This includes utilizing five days during the school year, and on these days asking teachers to commit to a half-day, using release time, to work on finalizing a Student Goal Setting process. The goal is to get this commitment of 15-16 committee members, from many different job types, across the District. Though this is the goal, the make-up of this group will be based on those that volunteer to continue working on the student goal setting process. Further, the Student Goal Setting subcommittee would incorporate focus group time, in their planning, for further teacher inputs towards a final recommendation for student goal setting. This would allow for those teachers/staff members interested in incorporating student goal setting, in their day-to-day practice, time to provide input and/or to ask questions which would refine the process next winter/spring towards the subcommittee's final recommendation to the Board of Education.
- Specific classrooms or grade levels, with associated District 64 staff guidance, will be asked to implement goal setting in 2012-13. Further, students and parents, as part of developing this process, will provide input on the goal setting process with their

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own dedicated focus group time. The aim is to have a final recommendation for the District 64 student goal setting process for all students, staff and parents for the fall of 2014. The specific implementation structure will be guided by sub-committee recommendations.

Next Steps for 2012-13

The Strategy II subcommittee will explore specific action steps to finalize the following:
- Developing, through teacher directed conversations, a process for students to set goals in the areas of academics, civil behavior, talents and interests. The purpose is to prepare the students to eventually, independently set and monitor their goals.
- Developing curriculum to instruct the use of the established Google Docs e-portfolio for goal setting. Thus, teachers, students and parents could all view/set/revise a student's goal(s) together.
- Establishing developmentally appropriate curriculum/process, in unison with the established e-portfolio (noted above), for student goal setting in the areas of academics, civil behavior, talents and interests with the use of SMART Goals (Specific, Measurable, Attainable, Relevant/Realistic & Time bound).
- Determining/drafting a process for parent-teacher conferences to accommodate goal setting. For grades 6-8, this includes student-led conferences. Further, the committee will write curriculum that will parallel a process at Emerson Middle School for student-led conferences with the incorporation of student goal setting in those conversations.
- Developing, through the goal setting curriculum/process, a means of seamless transitioning of goal setting from grades K-2 to 3-5, and grades 3-5 to 6-8. This will be accomplished with consideration of teacher input on what is developmentally appropriate for students at different ages.
- Developing support, training, and educational opportunities in basic goal setting and implementation for students, staff and parents. The committee will draft and share this information for students, teacher and parents to clearly understand the goal setting process assuming many have no experience in formal goal setting.
- Developing established time to create grade level goal-setting curriculum and needed materials. Goal setting committee members were asked process questions (Who, What, When, Where, Why and How) to assist in drafting this curriculum.
- Developing a structure and format within or outside the school for students to have dedicated time for meaningful student reflection on goals. Consideration of the school day/evening/weekend use of an e-portfolio and the structure of parent conferences will be part of the structure.

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Park Ridge-Niles School District 64 "Journey of Excellence" Strategic Plan

Strategy III: *We will develop and implement plans to ensure all members of our vital partnership (staff, families, community members and organizations) are working collaboratively to help us achieve our mission.*

Action Plan 1: *Expand the involvement of all members of our partnership in order to provide a rich, more powerful and diverse student learning experience.*

Leader: Philip Bender
Assistants: Kevin Dwyer, Bernadette Tramm, Leslye Lapping
Resources: Susan Walsh (elementary) and Joel Martin (middle)

July 9, 2012 Status Report

Steps accomplished in third trimester:

- Select members from the steering committee attended the National Service Learning conference in April to build the District's professional development resources on service learning and gather ideas for projects.
- The leadership team met on April 17 to plan the agenda, and prepare and select materials for the first meeting of the full District Steering Committee.
- The District Steering Committee met for a half-day for the first time on April 24.
- During both meetings, information and resources from the National Service Learning Conference in April were shared and discussed at length. As a result, a service learning page was created on the District website to offer staff development information.
- At the May 16 building meetings, steering committee members described the service learning pilot program for 2012-13.   An online form was created for interested teachers or teams of teachers to indicate their interest in conducting a pilot beginning in fall 2012.

Overall, this was a busy year for service learning activities as this action plan was launched.

Next Steps for 2012-13

- The newly formed Steering Committee for Service Learning will meet in September to connect with faculty members who are interested in piloting a service learning project for the school year. The committee will continue to promote participation in the pilot program throughout the fall and winter next year.
- A database of community resources also is being established, based on the information and contacts generated at the October 26 Community Conversation with about 30 key members of the Park Ridge and local community.
- The Keynote presentation on service learning also will be shared with the PTO/A Presidents in the 2012-13 school year to continue outreach and build awareness.

Park Ridge-Niles School District 64 "Journey of Excellence" Strategic Plan

Strategy III: *We will develop and implement plans to ensure all members of our vital partnership (staff, families, community members and organizations) are working collaboratively to help us achieve our mission.*

Action Plan 3: *Improve the collaborative relationship between District 64 and families who do not speak English.*

Leader: Jim Even
Assistants: Leslye Lapping, Terri Bresnahan, Bernadette Tramm, Dan Walsh
Resources: Transitional Program of Instruction (TPI) teachers

July 9, 2012 Status Report

Steps accomplished in third trimester:

Transitional Program of Instruction (TPI) teachers shared with program parents the availability of translation services on the District website, as well as the other materials and connection to the Illinois State Board of Education resources on the "TPI Program" page on our website.

Next Steps for 2012-13

This action plan will be reviewed next fall to determine what additional activities may be needed.

Park Ridge-Niles School District 64 "Journey of Excellence" Strategic Plan

Strategy IV: *We will define and clarify expectations for student learning, ensure all staff effectively differentiate instruction, and use assessment data to support students in meeting or exceeding the District's targeted benchmarks.*

Action Plan 1: *Establish Power Standards* for each grade level in all core, encore and specials areas, critical thinking, creative expression and problem solving.* (*District 64 has adopted the more commonly used term "Priority" Standards.)

Leader: Diane Betts
Sub-Group Reading – Katie Kelly and Irene Kappos
Leaders: Language Arts – Susan Walsh, Jim Morrison and Megan Keefer
Math – Dan Ophus and Kathy Ross
Science & Health – Tony Clishem
Social Studies – Kevin Dwyer and Doug Florence
Foreign Language –Shannon Rodriguez
Art – Sonja Dziedzic
General Music – Joani Heavey
Instrumental Music – Brian Jacobi
Physical Education – Susan McGovern and Aaron Schauer

Focus for Year 2:
Although the standards in all core and encore areas were prioritized in the first year of work on the Strategic Plan, many of the standards (particularly the new Common Core State Standards) are very dense containing multiple, complex skills and concepts. The focus of our work during this second year has been to unwrap the standards resulting in greater clarity as to what teachers must teach and what students must know and be able to do. From the unwrapped concepts and skills, "big ideas" of what we want students to remember long after instruction ends are being developed and "essential questions" that guide students toward the attainment of the "big ideas" are being written.

July 9, 2012 Status Report

Steps accomplished in third trimester:

- **April, 2012 – Content Area Literacy Standards Meeting**
  Leaders of the middle school Reading, Language Arts (LA), Social Studies and Science Strategy IV sub-committees met to review the preliminary horizontal alignment of Content Area Literacy Standards across the content areas of LA, Science and Social Studies and discuss how reading and writing skill development should be developed in each of these subjects. Revisions were made and the final recommended Content Area Literacy Standards were shared with LA, Science and Social Studies departments.

- **February 28, 2012 – Strategy IV Leaders Meeting**
  The leaders of all Strategy IV sub-committees met to discuss how the completed Priority Standards should be shared with staff throughout the District. A decision was made to put the Priority Standards on the District's website in the staff

protected section for all staff to have easy access to the work that has been accomplished. Lists of Priority Standards by subject area by grade level will be posted as well as pages that show the unwrapped standards, the Big Ideas and Essential Questions associated with the Priority Standards.

The team also began planning the April 25 building presentation that was used to showcase the work completed by Strategy IV sub-committees related to the Priority Standards.

- **March - April, 2012 – Implementation of the Priority Standards/CCSS determined to be a priority focal area for 2012-13**
  Central office administrators, building principals and the Department of Student Learning Curriculum Team determined that implementation of the Priority Standards/CCSS and integration of technology should be the central area for all staff to focus on in 2012-13.

- **April 18, 2012 – Staff Development relating to Priority Standards**
  All grades K-5 teachers received staff development on the Common Core Standards as part of a District Grade Level meeting.

- **April 25, 2012 – Strategy IV Student Learning Building Presentations**
  A PowerPoint presentation was made in each building highlighting the work on the Priority Standards that has been accomplished in the first two years of the Strategic Plan. Specifically, all staff were introduced to what Priority Standards are, where they came from (Common Core, State and National Standards), why they are important, and how they will be used to guide instruction in the coming years. A preview of the District website section that will house the Priority Standards was shown and the goal of beginning implementation of the standards in 2012-13 was introduced.

- **May 14, 2012 – Math Review Committee**
  A Math Curriculum Review Committee was formed and had an initial meeting to outline the work that will be accomplished to determine what implications new Math standards have on instruction and instructional materials. The committee selected specific areas of the Priority Standards/CCSS for all teachers to begin focusing on in 2012-13.

- **April - May, 2012 – Reading Review and Language Arts Review Committees**
  Committee members received staff development on the Priority Standards/CCSS and selected specific areas of the Priority Standards/CCSS for all teachers to begin focusing on in 2012-13.

Current status:
Priority Standards have been developed in each subject area, unwrapped and corresponding Big Ideas and Essential Questions written. Some subjects have begun mapping where existing curriculum and instructional materials fit within the Priority Standards. Teachers have been given a beginning introduction to the Standards and have seen many of the Priority Standards. The Department of Student Learning has begun planning additional staff development in 2012-13 to assist teachers in gaining greater familiarity with the standards and how to teach to these standards.

Next Steps for 2012-13

- Provide staff development to assist teachers in teaching the Priority Standards/CCSS with particular emphasis placed on helping staff understand and teach the specific standards that have been identified for 2012-13 implementation.

- Utilize the Math Curriculum Review Committee to:
    - help plan for and facilitate communication on the implementation of the Math Priority Standards;
    - research and recommend best instructional practices that will lead to student learning of these standards;
    - review and recommend instructional materials;
    - promote the use and analysis of math assessments tied to the standards; and,
    - help plan staff development.

Park Ridge-Niles School District 64 "Journey of Excellence" Strategic Plan

Strategy IV: *We will define and clarify expectations for student learning, ensure all staff effectively differentiate instruction, and use assessment data to support students in meeting or exceeding the District's targeted benchmarks.*

Action Plan 2: *Develop hiring practices that ensure new certified staff have exposure to differentiation through experience and/or education.*

Leader: Sandra Stringer

July 9, 2012 Status Report

All steps for this Action Plan were completed earlier this school year, as reported in December. The application tool is being used for 2012-13 hiring.

Park Ridge-Niles School District 64 "Journey of Excellence" Strategic Plan

Strategy IV: *We will define and clarify expectations for student learning, ensure all staff effectively differentiate instruction, and use assessment data to support students in meeting or exceeding the District's targeted benchmarks.*

Action Plan 3: *Create staff development opportunities for all staff to increase their knowledge of and experience with differentiation.*

Leader: Diane Betts
Assist: Principals and Staff Development Committee

July 9, 2012 Status Report

Steps accomplished in third trimester:

- Professional Growth workshops have continued to be offered on specific instructional approaches that can be used to support differentiation, such as literature circles, guided reading, and math centers.

- Instructional materials that can be used to support differentiation have been purchased and staff are being trained in their use. Examples include *Raz Kids*, an on-line resource for leveled books that students can access in school or at home; iPad apps that help support struggling students or students who need extensions and enrichment of the curriculum; and other resources such as *Rocket Math* and *Study Island*.

Next Steps for 2012-13

Differentiation of instruction will continue to be blended into planned staff development to help teachers understand and implement the priority standards.

Park Ridge-Niles School District 64 "Journey of Excellence" Strategic Plan

Strategy IV: *We will define and clarify expectations for student learning, ensure all staff effectively differentiate instruction, and use assessment data to support students in meeting or exceeding the District's targeted benchmarks.*

Action Plan 4: *Develop a peer coaching program and begin implementation for the infusion of flexible grouping and other methods of differentiation.*

Action Plan 5: *Fully implement peer coaching for the infusion of flexible grouping and other methods of differentiation.*

Leader: Diane Betts
Assist: ESC Team

July 9, 2012 Status Report

As determined by the Strategic Plan Leaders and ESC Team, separate differentiation coaches will not be hired for 2012-13. Instead, the recommendation is to further utilize the curriculum specialists and Instructional Technology Coaches to provide professional coaching on how teachers can differentiate instruction while teaching to the priority standards and integrating technology.

Park Ridge-Niles School District 64 "Journey of Excellence" Strategic Plan

Strategy IV: *We will define and clarify expectations for student learning, ensure all staff effectively differentiate instruction, and use assessment data to support students in meeting or exceeding the District's targeted benchmarks.*

Action Plan 6: *Develop pre and post common assessments that will allow teachers to adapt instruction and expectations to individual learning styles and levels.*

Leader: Diane Betts
Sub-Group Reading – Katie Kelly and Irene Kappos
Leaders: Language Arts – Susan Walsh, Jim Morrison and Megan Keefer
Math – Dan Ophus and Kathy Ross
Science & Health – Tony Clishem
Social Studies – Kevin Dwyer and Doug Florence
Foreign Language – Shannon Rodriguez
Art – Sonja Dziedzic
General Music – Joani Heavey
Instrumental Music – Brian Jacobi
Physical Education – Susan McGovern and Aaron Schauer

July 9, 2012 Status Report

Steps accomplished in third trimester:

It was determined that the District-wide development of common assessments tied to the priority standards would not be accomplished in the 2011-12 school year and should be delayed until we have begun actual implementation of the priority standards.

While District-wide development of common assessments tied to the priority standards has been delayed, some buildings and departments have informally explored common ways to assess student learning and use results to plan instruction, differentiation and interventions. Some teachers have piloted some new benchmark assessments in Reading and Math that are aligned with the new Common Core State Standards.

Next Steps for 2012-13

- Online assessment development tools will be explored to possibly assist with the development and sharing of assessments tied to priority standards.

- During the 2012-13 school year, common assessments will begin to be developed by departments and curriculum review committees as they work to more fully understand and implement the standards.

- We will continue to examine the use of the Study Island placement tests and other assessments aligned to new Common Core Standards as a means for examining where our students may achieve in relation to the new Common Core Standards.

- We will also begin to examine the new MAP test tied to the Common Core Standards and determine if/when we might want to convert to this new assessment.

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Park Ridge-Niles School District 64 "Journey of Excellence" Strategic Plan

Strategy IV: *We will define and clarify expectations for student learning, ensure all staff effectively differentiate instruction, and use assessment data to support students in meeting or exceeding the District's targeted benchmarks.*

Action Plan 9: *Encourage students to use creative expression, critical thinking and problem solving throughout their day.*

Leader: Diane Betts
Sub-Group Reading – Katie Kelly and Irene Kappos
Leaders: Language Arts – Susan Walsh, Jim Morrison and Megan Keefer
Math – Dan Ophus and Kathy Ross
Science & Health – Tony Clishem
Social Studies – Kevin Dwyer and Doug Florence
Foreign Language – Shannon Rodriguez
Art – Sonja Dziedzic
General Music – Joani Heavey
Instrumental Music – Brian Jacobi
Physical Education – Susan McGovern and Aaron Schauer

July 9, 2012 Status Report

Steps accomplished in third trimester:

- **Development of Information Literacy Curriculum**
  Jackie Phillips (Learning Resource Center Curriculum Specialist) and the Learning Resource Center (LRC) Directors have developed a specific information literacy skills curriculum that is tied to the Common Core Standards and NETS (as discussed in Strategy I – Technology). This curriculum will be introduced to teachers and implemented in 2012-13.

- **Revised Role of LRC Director**
  The job description for the LRC Directors was revised to reflect a heavier focus on working collaboratively with teachers to develop students' Information Literacy Skills and critical thinking skills.

- **Integration of Skills into Core Curriculum**
  Core subject area teachers particularly at the middle school level continued to identify areas where higher level thinking skills and information literacy skills can be integrated into content area instruction.

Next Steps for 2012-13

- The new revised role of the Library Information Specialist (formerly LRC Director) will be shared with all teachers and increased emphasis placed on collaboratively developing students' information literacy skills.

- The increased level of rigor and critical thinking/problem solving skills called for in the Priority Standards/CCSS will be emphasized during staff development and instructional ideas shared for addressing these higher level skills.

Park Ridge-Niles School District 64 "Journey of Excellence" Strategic Plan

Strategy IV: *We will define and clarify expectations for student learning, ensure all staff effectively differentiate instruction, and use assessment data to support students in meeting or exceeding the District's targeted benchmarks.*

Action Plan 11: *Use data over time as an indicator for instructional change.*

Leader: Diane Betts
Assistants: Principals, Curriculum Specialists and Quality Improvement Teams

July 9, 2012 Status Report

Steps accomplished in third trimester:

- Grade level groups at each elementary school continued to use data from multiple sources to identify and plan for differentiated math instruction and interventions.

- The Literacy Leadership Team has continued to use and refine as necessary the Literacy Intervention Protocol as a guide for helping teachers to identify students for interventions and selecting appropriate interventions to match student needs.

- Training on the Inform Database has been provided at building meetings to introduce all teachers on how to locate individual and group data from multiple assessments.

- Data from all benchmark assessments administered in 2011-12 has been uploaded to the Inform Database and made available to all staff.

- A pilot group of Literacy and Instructional Resource (IR) teachers piloted a new Response to Intervention (RtI) feature in Inform that can be used to electronically track student interventions. A decision was made to use this feature next year to document all student interventions.

- IR and Literacy teachers have received additional training on how to use progress monitoring data to plan instruction, write Individualized Education Program (IEP) goals, etc.

- Staff development time on Problem Solving early release Wednesdays has continued to be used to examine data from benchmark assessments in order to plan instruction and determine which students need additional support.

- Literacy and IR teachers piloted a new assessment tool for measuring and monitoring reading comprehension. Feedback from teachers was used to determine not to go forward with use of this assessment; another alternative was examined for use in 2012-13.

Next Steps for 2012-13

- We will continue to use our RtI Leadership, Literacy Leadership and other curriculum review committees to analyze what assessments are administered and how data is used to inform instruction and determine interventions as well as determine areas for curricular improvement and additional staff development.

- We will continue to utilize the services of our core curriculum specialists, other teacher leaders and support personnel to develop/improve skills for coaching teacher teams in the use of data to inform instruction.

Park Ridge-Niles School District 64 "Journey of Excellence" Strategic Plan

Strategy V: *We will develop and implement a protocol to ensure staff and community members understand, are committed to, and have the tools to carry out changes within the system that are needed to achieve our mission and objectives.*

Action Plan 1: *Put into practice a protocol for designing, implementing and assessing proposed changes.*

Leader: Phil Bender
Assistant: Kim Nasshan, other Administrative Council members

July 9, 2012 Status Report

The primary effort this year has been to build the capacity of administrators and others who are planning or guiding changes to become aware of the eight steps in the protocol as a helpful checklist for planning.

The checklist is not intended to be an exhaustive list or a "prescription" for change. Rather, it offers a way to think through the impact of changes and recognize who will be impacted and plan communication to prepare for it.

The protocol was originally created to ensure that staff and community members "understand, are committed to, and have the tools to carry out changes" that will come about as the other strategies are implemented. It is evident from the detailed descriptions on the previous pages of third trimester activities that the protocol is being used effectively to consider communication, training and preparation for changes brought about as action plans are implemented. It also provided essential in guiding planning for 2012-13 when considering how to allocate limited time and resources to develop District-wide priorities.

Next Steps for 2012-13

The goal will be for administrators and staff members to turn to the checklist routinely to offer a quick reminder about how to prepare and communicate about District-wide changes emanating from the Strategic Plan and other focus areas, as well as changes that have more limited impact as well.

Park Ridge-Niles School District 64
"A Journey of Excellence" – Strategic Plan Implementation Schedule 2011-12

YELLOW = Readiness Activities   ORANGE = Implement with Support   GREEN = Fully Implement

Strategy	Action Plan	2010-11	2011-12	2012-13	2013-14	2014-15
1. Accelerating the Advanced Use of Technology	1 Curriculum scope & sequence		Pilot			
	2 Staff proficiency standards					
	3 Resources/peer coaches		Pilot			
	4 Management of schools					
	5 Communications w/community					
	6 Network infrastructure					
	7 TIC (Tech Implementation Comm)					
	8 BATC (Bd Adv Tech Comm)					
2. Model for Personal Student Goals	1 Grades K-2		Pilot			
	2 Grades 3-5		Pilot			
	3 Grades 6-8		Pilot			
3. Collaboration within Our Partnership	1 Engage partners					
	2 Service learning			Pilot		
	3 Non English-spkg families					
4. Expectations for Student Learning and Instructional Practices	1 Develop Priority Standards		Staff Dev			
	2 Hiring differentiation experience		Pilot			
	3 Staff dev on differentiation					
	4 Plan differentiation peer coaches					
	5 Implement differentiation peer coaches			Pilot		
	6 Pre/post common assessments					
	7 Develop differentiated lessons					
	8 Implement differentiated lessons					
	9 Critical/creative/pbm-solving skills		Staff Dev			
	10 Student progress reporting					
	11 Data-driven instruction					
5. Support & Tools for Change	1 Utilize change protocol					
Existing Initiatives	RtI					
	RtI: Special Ed Eligibility					
	Implement K-5 reading framework					
	Implement new gds 1-5 writing pgm					
	Implement MS reading framework/curr					
	Teach learning strategies (all content areas)					
	Gifted identification review					
	Update teacher evaluation tool					
	Plan/hire for admin retirements					
	Admin staffing study					
	Wellness Benefit Fair					
	RFPs contracted services					
	Conversion to Skyward					
	New Superintendent orientation					
	Facility Study					
	Budget planning & review					
	Contract negotiations					
	Board orientation					

Park Ridge-Niles School District 64

May 16, 2012

Thank you to all staff members for your efforts on Strategic Plan Committees these past two years.
Your hard work has laid a solid foundation for continuing to achieve the mission of District 64.

Central circle: **Implement Priority Standards/CCSS with Technology Integration**

Surrounding circles: Service Learning; Common Assessments; Math; RtI; Report Cards; Principal/Teacher Evaluation; Facility Master Plan; Advanced Technology; Personal Student Goals

The way in which we think about the Strategic Plan must be redefined going forward. The District's mission provides the lens for thinking about how to prioritize time and resources for 2012-13 and beyond: *"The mission of District 64, a vital partnership of staff, families and community, is to inspire all students to embrace learning, discover their strengths and achieve personal excellence in order to thrive in and contribute to a rapidly changing world by providing a rich, rigorous and innovative curriculum integrating civil behavior and fostering resilience."*

To achieve our mission, Strategic Plan activities for 2012-13 and beyond must be more clearly embedded within the District's initiatives. This graphic illustrates these activities, with emphasis on the center.

At the center of the illustration, the main priority for all staff next year is the implementation of the Priority Standards/Common Core State Standards (CCSS) with technology integrated into the instruction of these standards, and the professional development needed to support this work. Instead of requiring the "all in" participation of all staff and administrators to serve on individual Strategic Plan committees, in 2012-13 an *"all in" commitment* to this implementation effort will be needed.

Most of the available staff development time in the coming year will be focused on beginning implementation of the standards. In addition, we are fortunate that as approved by the Board of Education, we will be moving forward with instructional technology coaches. Each building grades K-8 will have a full-time coach assigned to support this professional growth and infusion of 21st century skills. The increased rigor of the Priority Standards/CCSS demands that students be able to communicate, collaborate, demonstrate creativity, and think critically. Technology integration is a vital part of how teachers can help students achieve those standards.

The other focus areas in the graphic will be addressed by smaller committees, departments or other staff teams primarily utilizing release time and other available time to work in 2012-13.