


To: Board of Education

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

Date: December 12, 2011

Subject: Strategic Plan 2011-12 Progress Report #1

District 64 is now fully engaged in its second year of implementation activities on the Strategic Plan "*Journey of Excellence*." The plan was adopted in 2010; it is expected to take a minimum of five years to implement the 26 action plans associated with the plan's five strategies. (Attachment 1)

The specific implementation activities and budget for 2011-12 were approved by the Board at the May 23, 2011 meeting. An informational memo was presented to the Board at the August 22 meeting detailing the timeline of activities for the year.

This first progress report for 2011-12 is intended to present a complete overview of activities completed overall so far this year. Details about accomplishments are provided on the following pages. Highlights for this year thus far include:

- The introduction of pilot programs in two strategy areas: technology (Strategy I) and student goal-setting (Strategy II). A lengthy report and presentation on the instructional coaching pilot in technology being undertaken at Lincoln, Franklin and Roosevelt schools was presented at the October 24 meeting.
- Outreach is now underway to community and staff about service learning as part of Strategy 3.
- Priority standards were "unwrapped" for the first time in Strategy IV and teachers on this committee are working to develop the "big ideas" and "essential questions" that will guide instruction in each curricular area. In addition, new tools were brought on line to help teachers and administrators track and utilize data on student performance to guide instruction.
- The eight steps of the change protocol in Strategy V are being used more consistently to help identify the impact of changes, address communication needs, and prepare for successful implementation of changes driven by the Strategic Plan and other efforts going forward.

Year 2 Activities

For a second year, almost 400 teachers and administrators have been actively at work on implementation activities:

- All **certified staff members** are again involved in one of the three strategy committees requiring significant teacher support. Most teacher committee assignments were carried over into 2011-12, with some adjustments made due to curriculum needs and to accommodate new personnel. New

teachers were introduced to the plan during their August orientation session.

- All **District 64 administrators** have a leadership role on one or more of the plans; some assignments were adjusted for new personnel. Progress on the Strategic Plan and change protocol initiatives are discussed at monthly Administrative Council meetings as well as with the District's administrative team.

Although "who" is doing the work is unchanged, "when" the work is being completed has been revamped this year. Based on the experience of the first year and the recommendation of the District's Staff Development Committee, the limited time available for strategic plan work has been scheduled to provide two, full-day sessions. And guided by our change protocol, four specific opportunities are being provided so that everyone in the District will have an overview of how work on all the strategies is unfolding.

The schedule for 2011-12 work includes:

- **Opening Institute Day** – To meet the challenge of our Strategy V Change Protocol, this year's August opening of school Institute Day featured motivational speaker Mark Scharenbroich as the keynote presenter to help support and prepare staff for changes ahead. His "Nice Bike" message sparked staff to think about ways they can develop stronger connections, acknowledge and honor the contributions each brings, and view the change process itself through the lens of the District's ongoing civil behavior initiative. More details are included in the Strategy V report that follows.
- **Four Wednesday Building Meetings** – Approximately half the meeting time on these four dates is focused on the Strategic Plan. Teachers remain at their buildings and have an opportunity to develop understanding and engage in activities related to each strategy with their own school colleagues.
 - September 14 – Strategy II Student Goals
 - December 7 – Strategy III Community Partnership
 - February 29 – Strategy I Technology
 - April 25 – Strategy IV Student Learning
- **Institute Days** – Full-day work sessions are scheduled at assigned locations. Teachers meet with their strategy committee to focus on year 2 activities exclusively.
 - Tuesday, November 8
 - Friday, February 10

Budget

The approved budget for the year is \$225,000. Salaries and benefits (as included in the August 22 personnel report) for the technology coaches will be applied to the Strategic Plan account at the end of the school year. Other non-salary expenditures of less than \$5,000 have been incurred to date for support of the change protocol, enhancements to the teacher application process, and meeting expenses. As planned, a limited number of release days for teachers to meet during the day for the Technology Implementation Committee (Strategy I) and

specific curriculum committees (Strategy IV) also have been used. Overall expenditures are within budget expectations.

Next Steps

A leadership group reporting to the Superintendent continues to manage the workflow for 2011-12. This includes: Director of Technology Terri Bresnahan/Strategy I; Lincoln Assistant Principal Tim Gleason/Strategy II; Roosevelt Principal Kevin Dwyer/Strategy III; Assistant Superintendent of Student Learning Diane Betts/Strategy IV; Washington Principal Kim Nasshan/Strategy V; and Public Information Coordinator Bernadette Tramm/Internal Facilitator.

The group has had numerous planning meetings through the fall. The leaders within each strategy also have met regularly to plan their work.

Looking ahead, the leadership group will meet in early January to review the workflow for the remainder of the school year; consider how to best organize to carry out the next steps for each action plan in 2012-13; and begin to develop budget options for these activities. This group will report to the District's administrative team and will work with them to develop specific recommendations for next year that will be presented to the Board this spring for approval.

The current schedule as tentatively identified includes these presentations to the Board of Education:

- January 23 Committee-of-the-Whole – Presentation on 21st Century Learning
- January 23 regular meeting – Update on instructional coaches for technology pilot
- March 12 regular meeting – Progress Report #2 for 2011-12
- April 9 Committee-of-the-Whole meeting – Presentation of 2012-13 proposed implementation plans and budget

In conclusion, implementation of the plan in 2011-12 is continuing on pace and showing solid progress. As intended, the plan is focusing the energies and financial resources of District 64 on those strategies that will have the greatest impact on improving education for current and future students. We look forward to sharing additional updates with the Board as we continue together on this "*Journey of Excellence*."

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 Petrolina, Dan Walsh, Joel Martin

December 12, 2011 Status Report

Steps accomplished in first trimester:

- **Institute Day, Tuesday, November 8, 2011 8:15-3:00**
The committee as a whole met on Institute Day to focus on the National Educational Technology Standards (NETS) for Students and Teachers as they gained new skills for technology integration.
 - A review of the Strategic Plan was presented along with a review of the NETS for Students and Teachers.
 - A presentation on the Technology Coaching Pilot was given and the committee had an opportunity to hear from each of the coaches and the progress of the pilot.
 - The data from the Technology Usage Survey was shared with the committee.
 - Each member of the committee pre-selected two breakout sessions to attend with a focus on technology integration.
 - Teachers attended a session in the morning and one in the afternoon that were hands-on and demonstrated useful technology ideas for implementing the NETS for Students and Teachers.
 - The breakout sessions were led by teacher volunteers, Technology Coaches, and building Technologists.
 - The day ended with brainstorming for how teachers on the technology committee can bring ideas back to their buildings and share the ideas from Institute Day.

Next Steps

The committee will again meet as a whole for the February 10, 2012 Institute Day to focus on technology skills for students.

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 Petrolina, Dan Walsh, Joel Martin

December 12, 2011 Status Report

Steps accomplished in first trimester:

- **Technology Usage Survey, October 5, 2011**
 - Through the input of the Technology Coaches and the Technology Implementation Committee (TIC), the survey was developed to capture data related to specific technology equipment and its usage by teachers.
 - The survey was administered at building meetings on October 5th and the Technology Coaches and the TIC reviewed the data.
 - The data will help guide future professional development for staff.
- **Institute Day, Tuesday, November 8, 2011 8:15-3:00**
 - Teachers working on this strategy committee focused on developing their own technology proficiencies during the breakout sessions held on Institute Day.

Next Steps

A follow-up survey will be administered prior to winter break to measure growth in the area of technology usage and confidence levels. The committee will again meet as a whole for the February 10, 2012 Institute Day to increase teachers' proficiency levels with technology integration.

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

December 12, 2011 Status Report

Steps accomplished in first trimester:

- **Technology Coaching Pilot**
 - The Technology Coaching Pilot began at the start of the school year and will continue through the end of the year.
 - The 3 coaches have worked in each of the designated buildings (Roosevelt, Franklin and Lincoln) to provide teachers with job-embedded, sustained, and differentiated professional development for all staff members in those buildings.
 - An update on the progress of the pilot was presented to the Board at the October 24, 2011 meeting.
- **Professional Growth Opportunities**
 - Teachers from all schools have had the opportunity to participate in after-school professional growth classes with a focus on technology. Classes for iPads and SmartBoards have been offered in the first trimester.
- **Training for New SmartBoard Users**
 - Teachers new to using the SmartBoard were provided with a half-day of release time to receive training provided by the Technology Coaches. Additional training will be offered through Professional Growth.
- **iPad Training for Special Education Teachers**
 - Teachers who received iPads as part of the American Recovery & Reinvestment Act (ARRA) purchase for students with special needs received a half-day of release time for iPad training. Training was provided by a staff member from the Maine Township Special Education Program (MTSEP) who is certified in assistive technologies.
 - Additional training will be provided in the 2nd and 3rd trimesters.

Next Steps

The District will continue to focus its efforts with the Technology Coaching Pilot as well as continuing to offer professional growth opportunities for all staff.

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

December 12, 2011 Status Report

Steps accomplished in first trimester:

- **District Intranet**
 - The District is beginning its research on online applications to support collaboration and communication among staff.
 - The District is also looking at ways to support online collaboration and communication between students, parents, and teachers.

Next Steps

The District will look further into possible solutions for an online application for the 2012-13 school year.

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

December 12, 2011 Status Report

Steps accomplished in first trimester:

- **Website**
 - The District is updating its website to provide enhanced navigation and access to information by all users. This conversion also will directly reinforce the Board’s goal on communications.
 - The update is scheduled to occur in early 2012.
 - Building webmasters will be trained on the new updates and will work on enhancing the building websites as well.
- **Electronic Board Packets**
 - The District is in the beginning phase of researching options for an electronic board packet.

Next Steps

The District will look further into possible solutions for an electronic board packet. The District’s website will also undergo further enhancements as we progress throughout the 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

December 12, 2011 Status Report

Steps accomplished in first trimester:

- All work related to the network and wireless upgrades were completed during the summer of 2011.
- The District was able to increase its bandwidth as well for access to the Internet.

Next Steps

The District will continue to monitor its technology infrastructure for quality and reliability. The District will also begin planning for the replacement of the position of Manager of Technology.

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

December 12, 2011 Status Report

Steps accomplished in first trimester:

- **TIC Meetings**
 - Friday, September 2, 2011 8:30-11:15 a.m.
 - Began discussions related to technology policies
 - Update on Technology Coaching Pilot
 - Review of Strategic Plan and its timeline
 - Update on iPad initiative
 - Tuesday, October 4, 2011 12:00-3:00 p.m.
 - Reviewed and gave input on the Technology Usage Survey
 - Received update on Technology Coaching Pilot
 - Planned for the November 8th Institute Day

Next Steps

The committee will meet on December 15, 2011 to plan for the February 10, 2012 Institute Day and for the building meeting presentation on February 29, 2012.

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)

December 12, 2011 Status Report

Steps accomplished in the first trimester:

- **Strategic Plan/Building Meeting: Wednesday, September 14 2:30-4:00 (6-8), 3:00-4:30 (preK-5)**

Representatives from the Student Goal Setting Committee presented to the entire District 64 certified staff, in all seven buildings, on the status of goal setting. The PowerPoint presentation and additional table talk included:

1. An overview of the rationale for student goal setting from the original strategic plan action plan team.
2. The benefits of goal setting for students.
3. Benefits of goal setting for teachers and the learning process.
4. Next steps for teachers on the student goal setting committee.
5. Timeline for the strategic plan for the 2011-12 school year.
6. Long-term goals for this committee/impact on staff (based upon the action steps).
7. A review of the committee's student goal setting pilot process.
8. Use of the District 64 Change Protocol.

An exit survey to gauge understanding and potential interest in piloting goal setting was utilized.

- **Second Strategic Plan Meeting: Tuesday, November 8th 8:15-3:00**

This day's goals included:

1. Reviewing information from staff who chose to pilot student goal setting this fall.

2. To allow time for those that chose not to initiate a fall pilot to work with those staff members who chose to pilot goal setting with students (this will allow more pilots for review towards our February date).
3. To gather staff data on some viable student web-based e-portfolios.
4. To review and get input on a talent and interest screener.
5. To allow the grade 6-8 subcommittee to learn about how student led conferences are administered at 8th Grade at Emerson.

These activities are in direct reflection of the goal setting action steps and helping deduce better practices and staff preferences for goal setting. This ultimately will lead to adoption of District-wide goal setting procedures for students, staff and parents.

The three grade level band groups met individually. The following activities were accomplished:

Reviewing the Pilot

- Each grade level band committee had those that piloted goal setting this fall share what went well and other aspects that might need improvement. This was based on a pilot goal setting template - a planning document with guidelines, based upon the action steps, to draft a goal-setting pilot. Pilots were targeted for specific students that teachers/ staff members work with on a daily/ weekly basis. Members that chose not to do a pilot could gain knowledge on what goal setting processes worked well. The goal of these pilots is to deduce best practices for student goal setting for District 64 for further refinement.

Reviewing the Student-Led Conferences (6-8 Subcommittee)

- For the Grade 6-8 Subcommittee, the action steps call for the development of student-led conferences. An Emerson teacher shared a successful process she uses with her team at Emerson. This presentation included:
 1. The *efficacy and purpose* of student led conferences allowing students to personally witness about their schoolwork and pride in that work towards self-advocacy skills that will be needed in high school.
 2. The *benefits* of this process as students take charge of their learning and dedicate one on one time with parents where students had 100% of the time to share without parent interruption.
 3. *How the teachers prepare the students* for conferences – Students, throughout the year, collect materials in various areas to share with their parents. There are various reflective assignments that are filled out to be shared with parents as well. Students practice with their partners and get ready for questions and develop good conversation skills by the time they meet with their parents.
 4. *Parent's reaction to this format* - Parents have shared that they really enjoy this interaction. Teachers send home materials so that parents know what to expect and how to conduct themselves during the conference.

5. *How much is demonstration/individual projects* - Grades are not a part of the process at all. Parents have access to grades all year. The focus is goal setting and listening to what students really need from parents to be successful.
6. *How/Who does the invite?* - Teachers send home materials early in the year explaining the process. Teachers then send home sign up sheets like any conference time. Sometimes parents can't make it and teachers have the student's conference at home.
7. *Where/what forum has worked best (time/location/etc?)* - Eight conferences, at a time, take place in the school's Learning Resource Center on a dedicated conference night.
8. *Which conferences (fall/spring/both)?* - Spring only.

Reviewing e-portfolio options for student goal setting

- Student goal setting committee members spent time looking at potential e-portfolios for goals setting. In reviewing these e-portfolio formats, committee members also utilized an on-line rubric so the student goal setting leadership, along with staff input, can explore preferred e-portfolio option/s. From this, the committee can make a recommendation to create a homegrown e-portfolio or purchase one from a vendor. The results will be reviewed at the next student goal-setting meeting in February.

Reviewing talents and interests screener

- Student goal setting committee members spent time looking at various screeners that are used by counselors and social workers for students to discover talents and interests. In reviewing these screener formats, committee members provided input on how these screeners might be revised to match the District's goal setting purposes. Moreover, some screeners would be more appropriate for elementary school students, while others would be more appropriate for students in middle school grades. From gaining teacher input, the goal setting committee can make revisions to create a tailored screener for talents and interests for each grade band. This revision will take place at the next meeting in February.

Next Steps

The Strategy II leaders will explore specific action steps to be addressed in February:

- Grade bands continue to implement pilot goal setting with students.
- Further exploration of how to provide student-led parent/ teacher conferences (grades 6-8). Ultimately this will govern the development of goal setting curriculum for teachers to share the goal setting process and students to write goals.
- Take data/input from staff member survey results on multiple e-portfolios towards determining which format would be the best recommendation for this tool and its purpose for student goal setting.
- Taking data/input from staff members, gleaned from the three talents and interest screeners reviewed on November 8th, towards each grade band

developing a tailored talents and interests screener that will assist students in setting goals.

- Explore goal setting coordination (“K-2 to 3-5” and “3-5 to 6-8”) so grade bands can match age appropriateness, but students, parents and staff can understand the unique goal setting opportunities for students at different ages.
- Explore the formatting of the goal setting process. This includes who directs the goal setting process with students, who monitors the process, parent involvement in goal setting, etc.

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, Susan Walsh, Joel Martin

December 12, 2011 Status Report

Steps accomplished in first trimester:

This strategy currently has no certified staff members working on implementation. The leadership team is both designing and executing all activities to be implemented for this plan this year. This trimester, our leadership team successfully informed all teachers and key community members about the service learning initiative for District 64.

- The leadership team met on July 11, August 9, September 30, and October 11 to review a variety of materials members had researched or obtained to describe service learning. The committee’s goal was to determine how to best share information about this form of learning with community members as well as staff.
- The committee developed a Keynote presentation to establish a common definition of service learning along with various examples of service learning projects already in place within District 64.
- On October 26, the committee held a Community Conversation with about 30 key members of the Park Ridge and local community who were specifically invited to attend. The objectives for the meeting were: to establish a common definition for service learning; to develop a database of key contacts within the community; and to brainstorm ideas for potential projects. This meeting was very productive for us. We have a list of key contacts for potential service learning projects and some ideas to explore for future projects.
- On October 12 and November 16, our leadership team introduced the service learning initiative to the Administrative Council.
- At the December 7 building meetings, committee members and building principals shared the Keynote presentation and led a table talk discussion

with their faculty members. An exit survey to gauge teacher understanding and potential interest was utilized.

Next Steps

- The committee is looking for faculty members to participate on our leadership team in the 2012-13 school year. In addition, in the spring we will begin looking for teams of teachers to pilot a service-learning project for the 2012-13 school year.
- The committee is considering sending some members to a national service learning conference in the Spring 2012, but the date of the conference is not scheduled at a convenient time for us to attend. We will keep looking for other professional development options.
- The Keynote presentation also will be presented to the PTO Presidents group later in the spring.

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

December 12, 2011 Status Report

Steps accomplished in first trimester:

- A needs assessment survey was prepared and offered to Transitional Program of Instruction (TPI) families at parent nights in fall 2011. This data is now being reviewed.
- A new page was added to the District 64 website to provide materials to parents and connect with Illinois State Board of Education resources.

Next Steps

- The data from the survey has been shared with the TPI teachers. A plan is being formulated to get additional responses as the participation rate was lower than expected.
- The committee will meet with the Technology department on adding Google translator to the District and school websites, following the conversion to the new website format.

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 Kappas

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

December 12, 2011 Status Report

Steps accomplished in first trimester:

- **September 27, 2011 Strategy IV Leaders Training**

Larry Ainsworth, the consultant from the Leading and Learning Institute who delivered initial training last year on how to identify Priority Standards, provided a full day of training on September 27 for all Strategy IV leaders, principals and other instructional leaders in the District. The training focused on how to unwrap the priority standards, determine “big ideas” and “essential questions” that will guide instruction, and develop common assessments for assessing the standards.

Although the standards have been prioritized, many of the standards (particularly the new Common Core Standards) are very dense containing multiple, complex skills and concepts. Unwrapping the standards results 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 can be determined and “essential questions” that guide students toward the attainment of the “big ideas” can be written.

- **October 14, 2011 Strategy IV Leaders Meeting**

Leaders of all Strategy IV sub-committees met with Diane Betts to review the training provided by Larry Ainsworth and develop specific plans for the work that Strategy IV subcommittees would be engaged in on our full day Staff Development Day, November 8, 2011. A decision was made to focus the

entire day on unwrapping the prioritized standards and developing “big ideas” and “essential questions” related to these standards. Work on developing common assessments will be delayed until later in the year. The leaders developed a central theme and common opening activities that would be used by all groups on November 8 to help members better understand the unwrapping of standards in the context of our whole strategy.

- **October 20, 2011 Curriculum Team Meeting**
Curriculum specialists, who all serve as leaders on Strategy IV, used their regularly scheduled meeting to further develop the agenda for the November 8 Staff Development Day and create a PowerPoint presentation that would be used with all Strategy IV sub-committees.
- **November 8, 2011 Staff Development Day – Full Day Strategic Plan Meetings**
All Strategy IV Student Learning sub-committees met for a full day of work. Specifically they learned the process for unwrapping standards and developing “big ideas” and “essential questions”. Each subject area sub-committee spent the morning unwrapping the priority standards they had identified last year and the afternoon determining “big ideas” and “essential questions”. They also began to discuss where these standards specifically fit into current units of study and/or lessons.

Current status:

Some subject area sub-committees have completed their work of unwrapping all of the priority standards for each grade level and developing “big ideas” and “essential questions”. Some groups have not finished this process with all standards and will need additional time to complete this task.

Next Steps

- Complete the unwrapping process for all prioritized standards in all subject areas.
- Conduct cross sub-committee meetings with Reading, Language Arts, Social Studies and Science middle school teachers working together to analyze horizontal alignment of priority standards and determine how reading and writing across the content areas will be addressed in the priority standards for each subject area at the middle school level.
- Determine how priority standards will be shared with all District 64 teachers.
- Determine a timeline indicating when priority standards in each subject area will be formally implemented.
- Determine what implications priority standards have for new instructional materials.
- Determine staff development needed to support teachers in teaching the priority standards.
- Work with the Maine Township Common Core Standards Articulation Group to develop staff development opportunities related to teaching the new Common Core Standards.
- Determine when to revise the curriculum brochures and website to reflect new District 64 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 2: *Develop hiring practices that ensure new certified staff have exposure to differentiation through experience and/or education.*

Leader: Sandra Stringer

December 12, 2011 Status Report

Steps accomplished in first trimester:

- **August 16 Administrative Council meeting**
All administrators were briefed on the new application tools that will be used to help screen new certified teacher candidates for differentiation experience in student learning and instruction.
- **September 29 workshop**
Administrators attended a workshop to see a demonstration of the application tools online, including a revision of the essay questions within the application and a phone screening interview system.

Next Steps

All steps for this Action Plan have been completed. The application tool is ready to be activated 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

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

December 12, 2011 Status Report

Action Plans 3, 4 and 5 are all related to staff development supporting differentiation of instruction and have been grouped together for this report.

Steps accomplished in first trimester:

- Preliminary discussions have taken place with curriculum specialists, principals and ESC administrators regarding staff’s current understanding and practice of differentiation. Ideas for how to further develop staff knowledge have been brainstormed.
- Professional Growth workshops on specific instructional approaches that can be used to support differentiation, such as guided reading, have been offered as well as a New Teacher Workshop on various approaches to providing differentiation.

Next Steps

- Develop a staff survey to assess staff development needs related to differentiation of instruction
- Discuss how information from common assessments can be used to drive the content of differentiated instruction
- Explore various means to address needs, including possible use of instructional/ differentiation coaches.
- Utilize the Change Protocol to analyze the many different instructional expectations that are stemming from the Strategic Plan and when it would be most effective to offer a focused staff development emphasis on differentiation of instruction.

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 Kappas

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

December 12, 2011 Status Report

Steps accomplished in first trimester:

- **September 27, 2011 Strategy IV Leaders Training**
As part of the September 27 training for Strategy IV leaders, principals and other instructional leaders, Larry Ainsworth from the Leading and Learning Institute, provided training on developing high quality common assessments that are aligned to the unwrapped priority standards, "big ideas" and "essential questions".
- **RtI Literacy Leadership Meetings**
Several RtI Literacy Leadership Meetings this year have been devoted to discussing use of common assessments across the district to determine which students need literacy interventions. A protocol has been developed that indicates what common assessments to use, when they need to be administered and what specific cut scores to use to qualify for interventions.

Next Steps

- Once the priority standards are unwrapped, common assessments will be created to assess the essential skills and strategies embedded in each priority standard.
- Online assessment development tools will be explored to possibly assist with the development and sharing of assessments tied to priority standards.
- We will explore use of a Study Island placement test tied to new Common Core Standards to examine where our students may achieve in relation to the new Common Core Standards in math.

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 Kappas

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

December 12, 2011 Status Report

Steps accomplished in first trimester:

- **September 27, 2011 Strategy IV Leaders Training**
As part of the September 27 training provided by Larry Ainsworth, Strategy IV leaders, principals and other instructional leaders were taught how to analyze each priority standard according to Bloom’s Taxonomy. This taxonomy helps educators to determine the level of rigor and higher level thinking that is required in each standard.
- **November 8, 2011 Staff Development Day – Full Day Strategic Plan Meetings**
During the unwrapping process, all Strategy IV Student Learning sub-committees determined the Bloom’s Taxonomy level for each unwrapped standard and worked to develop “big ideas” and “essential questions” that would match this level of understanding. Sub-committee members also discussed where and how higher level thinking skills, creative expression and problem solving was embedded in the standards and what implications this would have on instruction.

Next Steps

Strategy IV sub-committees will continue to discuss and plan how higher level thinking skills, creative expression and problem solving skills as well as technology, information literacy, Great 8 Learning Strategies and civil behavior can be integrated and fostered in the instruction of unwrapped standards. Sub-committee members will also discuss how higher level thinking skills, creative expression and problem solving skills can be measured through common assessments.

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

December 12, 2011 Status Report

Steps accomplished in first trimester:

- A schedule for administering common benchmark assessments to all students was developed and shared with teachers. The following assessments are scheduled to be administered:
 - Dibels - Grades K-5 3 x per year
(Measures reading fluency)
 - Harcourt Running Record Assessment - Grades K-5 3x per year
(Identifies current reading level and areas for instructional focus)
 - Developmental Spelling Assessment - Grades 1-3 3x per year
 - Math Concepts and Application (MCAP) - Grades 2-5 3x per year
(Measures key concepts and computation skills)
 - MAP Reading and Math - Grades 3-7 2x per year
Grade 2 & 8 1x per year
 - SSIS Grades 1-8 2x per year
(Measures student behavior and social/emotional needs)
- Data from these assessments are electronically loaded into AIMSweb, Inform and/or MAP databases. Reports showing information for a class and/or grade level group of students’ achievement in math, reading and social/emotional development are generated and shared with principals and teachers and used to determine students in need of support, curricular areas needing more attention, etc.
- Principals received additional training at the June 16, 2011 Summer AC Training on helping teachers to analyze and use data from these benchmark assessments at grade/team level problem solving meetings.
- Student achievement data from our spring ISAT, MAP, DIBELS, MCAP and the Harcourt Reading Level Assessment has been uploaded into the INFORM database. Teachers, teams, principals and other instructional leaders can examine and analyze data on a single student, a group of students, a grade level or the district as a whole on a variety of assessments and look at progress over time.
- Principals and QIT team members received training on the INFORM data warehouse system this past summer and learned how this tool can be used to extrapolate data on student learning and analyze areas of celebration as well as areas for growth.

- The RtI Leadership Team developed guidelines that have been shared with all teachers for building level (QIT) and grade/ team level analysis and use of data from multiple sources.
- Each building's QIT has developed a specific goal for improved student achievement based on data from ISAT, MAP, DIBELS, MCAP or SSIS.
- The Literacy Leadership Team developed a protocol that indicates what common literacy assessments will be administered, when they need to be administered and what specific cut scores to use to qualify students for interventions.
- The RtI Leadership Team developed beginning plans for using data to address and plan interventions for K-5 students in math this year.
- Literacy, Instructional Resource as well as classroom teachers have continued to use assessments from AIMSweb and other progress monitoring tools to frequently monitor individual student progress and make adjustments in instruction.
- A pilot group of literacy and IR teachers received training on November 30 on a new RtI feature in Inform that can be used to electronically track student interventions. These teachers will pilot this program this school year to determine if we want to use this feature to document all student interventions.
- Diane Betts and the curriculum specialists are examining Educational Ends and other sources of data relevant to each curricular area and are identifying any specific areas in need of improvement. Plans for how needs will be addressed through the priority standards identification process, revisions to existing curriculum, changes in instructional practices and/or staff development opportunities have been developed.

Next Steps

We will utilize the services of our core curriculum specialists and other teacher leaders 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

December 12, 2011 Status Report

Steps accomplished in first trimester:

- **Administrative Council/Strategic Plan Leaders (ongoing):**
The primary effort continues to be focused on planning for changes ahead, and building the capacity of administrators to use the protocol. The Administrative Council often uses the change protocol to identify steps to consider before implementing change.

The emphasis also is expanding to introduce the protocol into the basic work of each Strategic Plan committee. The protocol is an important component of our efforts in 2011-12, as changes to varying degrees are introduced by the pilot programs in two of the strategy areas.
- **Institute Day, August 19, 2011:**
The planning committee purposefully selected a keynote speaker who could support and prepare staff for changes being implemented through the Strategic Plan. Based on specific preparation from the committee, Mark Scharenbroich delivered a motivational message to all District 64 staff members to kick off the school year. To remind all staff of our shared mission, all employees received a “*Journey of Excellence*” lanyard and a two-sided overview of the activities planned for 2011-12. Framed posters of the District’s mission have been installed at all District 64 buildings. The mission now leads off each issue of the District’s Staff Bulletin.

Scharenbroich’s “Nice Bike” theme also is being reinforced through notecards that administrators are using to acknowledge staff. All certified teachers also received cards at the end of the November Institute Day to send to two persons in the District they felt deserved extra recognition.
- **Building meeting, September 14, 2011:**
As part of the presentation from Strategy II (goal setting), talking points were included about the change protocol and its use throughout the planning for this area.

- **Institute Day, November 8, 2011:**

As part of the work for the day, Strategy II committee members engaged in an activity to list the changes that have occurred throughout the District in the last several years. As staff members placed the changes on the timeline, discussions took place about the changes and how some of the changes have become imbedded in the District. The activity demonstrated the fact that change is inevitable and can be an exciting part of a new era. This activity may be utilized by other strategy groups at the second Institute Day.

Next Steps

- As planning moves forward for 2012-13 and beyond, administrators will begin lining up a matrix of present initiatives, strategic planning activities, and future changes to better examine the impact of changes and the implementation timeframe.
- Administrators and staff will continue to utilize the eight steps in the protocol until it becomes a natural component in the District's vision to implement the Strategic Plan.

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	Rtl					
	Rtl: 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					