

**DEPARTMENT OF CURRICULUM AND INSTRUCTIONAL SERVICES**  
**Wilmette Public Schools**

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**ACTION ITEM**

**Date:** September 28, 2015

**To:** Raymond E. Lechner, Ph.D.  
Superintendent of Schools

**From:** Building Administrators

Gail F. Buscemi, Business Manager

Romy DeCristofaro, Assistant Director of Special Services

Tony DeMonte, Director of Technology & Media Services

Heather Glowacki, Ed.D., Administrator for Human Resources

Melanie Goffen Horowitz, Administrator for Curriculum & Instruction

Denise Thrasher, Ed.D., Assistant Superintendent and Administrator  
for Student & Special Services

**Subject:** Approval of the *2015-2016 District 39 CONNECTED Strategic Plan:  
Cultivating Growth-minded, Resilient Students*

**PROPOSED ACTION BY BOARD OF EDUCATION**

Approve implementation of *District 39 CONNECTED Strategic Plan: Cultivating  
Growth-minded, Resilient Students.*

## **BACKGROUND**

During the information portion of the meeting, the goals, measures and deliverables were presented and discussed. Any revisions the Board recommended earlier in the agenda will be included in the publication and presentation of the goals. If the Board makes revisions, approval should be “as amended.”

### ***Yearly Planning Cycle***

District 39 follows a yearly sequence of purposeful planning to ensure all goals and initiatives are aligned:

- After the spring presentation of Community Review Committee’s (CRC) report each year, the administrative team provides a June Board update about progress with that year’s Strategic Plan, and also begins the process of analyzing strategic priorities for the coming year.
- The Superintendent responds formally to the Community Review Committee’s (CRC) spring report and recommendations each August.
- The Strategic Plan is presented for Board approval each September.
- The Superintendent bases Superintendent/District Goals on the Strategic Plan each October.
- Subsequent implementation of these goals is evident in school improvement plans, presented to the Board in November and December.

### **2015-2016 CONNECTED STRATEGIC PLAN: CULTIVATING GROWTH-MINDED, RESILIENT STUDENTS**

The Board will notice formatting changes to our Strategic Plan. These were designed to make the document more understandable for our stakeholders.

- Each section of the plan indicates the staff or department responsible for deliverables and measures and applicable CONNECTED goal areas (Core Subject & Content, Learning, Communication, and Structural Platform).
- The Plan is structured around topic areas with specific goals, deliverables (action steps), and measures. This reduces detail redundancies and provides an easier viewing format.
- Additionally, over-arching deliverables (action steps) have been prioritized; the minutiae of all action steps will become part of our detailed update next spring

## **CONNECTED Strategic Plan Sections**

The administration identified the following seven sections as the framework for the 2015-2016 *CONNECTED Strategic Plan*:

Teaching and Learning: *Provide a system of assessment for formative and summative purposes that is designed to inform instruction, identify intervention needs, and communicate student achievement and growth*

Sustainable Practices: *Identify areas to improve District 39 Sustainable Practices through Departments of Business, Curriculum & Instruction, Human Resources, and the Superintendent & Building Administrators*

Technology Infrastructure and Infusion: *Continue school-based planning and implementation of Learning Commons spaces, 1:1 Learning Environment, and technology visioning and long-term planning*

Non-cognitive Skills (from CRC Report): *Cultivate growth-minded, resilient students, capable of persisting and coping with all of the demands that go into a 21<sup>st</sup> century education*

Teacher Evaluation: *Comply with the requirements of the Performance Evaluation Reform Act (PERA) for teacher evaluation*

Grade 5-8 Model: *Identify a daily schedule structure to support increased student growth and achievement, to increase vertical collaboration/alignment, and to improve transition across the 5-8 campus*

Facilities Development: *Provide plan for long-term facility planning and life safety projects*

## **Recommendations from the CRC Report**

As described in the August Board Report, “Response to the Community Review Report,” Dr. Lechner embraced six CRC goal areas related to “*Cultivating Growth-minded, Resilient Students*.” Briefly, these over-arching recommendations are included in the Strategic Plan section, Non-cognitive Skills, and address:

1. *Expanding and further implementing the Characteristics of Successful Learners (CSLs) framework to include non-cognitive factors*
2. *Prioritizing the development of developmentally, age-appropriate executive functions for all students*
3. *Building parent awareness about CSLs/non-cognitive factors*
4. *Re-evaluating school start- and -end times*
5. *Re-evaluating and monitoring the D39 homework policy*
6. *Building stakeholder awareness about emerging best practices to cope with academic anxiety/ stress*

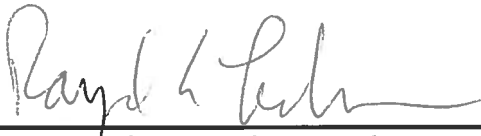
## **CONCLUSION**

To conclude, the *2015-2016 CONNECTED STRATEGIC PLAN: Cultivating Growth-minded, Resilient Students* maintains the components of CONNECTED. District 39 is:

**C**ommitted to our *Core Subjects*  
**O**pening minds to a *Global Perspective*  
**N**urturing the *Characteristics of Successful Learners*  
**N**ourishing a sense of *Social Responsibility*  
**E**mpowering *Communication* skills  
**C**ultivating *Collaboration*  
**T**ransforming *Technology* into a continuous knowledge tool  
**E**volving our *Teaching styles, learning process and environment*  
**D**eveloping students of tomorrow

The administration looks forward to a productive year implementing plan deliverables. The Board may look forward to our annual report in June regarding progress with these action steps and related measures.

**Recommended for approval by the Board of Education**



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**Raymond E. Lechner, Ph.D., Superintendent of Schools**

Attachment:

*2015-2015 CONNECTED Strategic Plan: Cultivating Growth-minded, Resilient Students*

## 2015-2016 District 39 CONNECTED Strategic Plan: Cultivating Growth-minded, Resilient Students

### TEACHING AND LEARNING

**OVERARCHING GOAL:** *Provide systems for formative & summative assessment practices, curriculum review & development, & professional development to support teaching & learning in District 39*

#### OUTCOMES/MEASURES

#### DELIVERABLES

**Goal 1:** *Provide a system of formative & summative assessments designed to inform instruction, identify intervention needs, & communicate student achievement & growth*

- *Establish baseline data on revised common district assessments for math & social studies (spring 2016)*
- *75% of parent survey respondents will indicate that our communication strategies about assessments were effective (spring 2016)*
- *Provide a document to the Joint Committee that details a preliminary list of Type II assessments by subject/grade (spring 2016)*
- *Using a pre- & post-survey, 75% of teachers designated as “action researchers” will indicate an increase in their understanding & usage of student growth goals to guide their instruction (spring 2016)*

1. *Use Performance Series “expected gains” to track student growth & inform instruction*
2. *Provide training for administering the Kindergarten Individual Development Survey (KIDS)*
3. *Establish & report baseline data for PARCC*
4. *Use District communication strategy to explain student performance to parents regarding Performance Series & PARCC*
5. *Establish building-based measures related to student growth in School Improvement Plans (SIPs)*
6. *Administer new state science assessment in grades 5 & 8 (subject to ISBE)*
7. *At grade level & department meetings, teachers will develop a preliminary list that categorize common district assessments as Type II in preparation for the Student Growth Requirement*
8. *Provide training & action-research opportunities for exploration of student growth & the impact on instructional practices*

Responsible Staff: Departments of Curriculum & Instruction & Student & Special Services/Curriculum

**Goal 2:** *Maintain & communicate comprehensive cycle curriculum review & development*

- *Based on teacher recommendation, 80% of the first cohort of D39 Mandarin students entering New Trier High School will be placed in Year 2/Level 3 or above*
- *Complete revised ELA Curriculum for instructional delivery (summer 2016)*
- *Complete revised curricula for all World Language for instructional delivery (summer 2016)*
- *Complete developed Library Media/Technology Curriculum for instructional delivery (summer 2016)*

1. *Complete ELA Curriculum Review*
2. *Complete curricula reviews for all World Languages*
3. *Continue alignment of revised science curriculum with NGSS*
  - *Establish baseline data on new state science assessment in grades 5 & 8 (slated by ISBE for spring 2016)*
4. *In partnership with the Technology Department, conduct curricula review for Technology & Library Media*

Responsible Staff: Department of Curriculum & Instruction & Technology

**2015-2016 District 39 CONNECTED Strategic Plan: Cultivating Growth-minded, Resilient Students**

**SUSTAINABILITY PRACTICES**

*OVERARCHING GOAL: Develop a sustainability plan for District 39*

**OUTCOMES/MEASURES**

**DELIVERABLES**

*Goal 1: Propose a sustainability plan by spring 2016 for the O&M Department*

- Establish baseline composting statistics (cubic yards) & communicate these through D39 Data Dashboard (**spring 2016**)
- Propose a long-term plan to increase sustainability throughout the District (**spring 2017**)

1. Identify a sustainability consultant & develop a scope of potential practices & projects
  - Prioritize needs based on audit of current practices
  - Identify “green” projects that increase sustainability
  - Develop a long -term sustainability plan/practices
2. Develop statistics for the D39 Data Dashboard regarding sustainable practices

Responsible Staff: Business Office

*Goal 2: Develop a plan to increase environmental literacy practices*

- Establish percentage of curricular alignment for environmental literacy & develop a plan to address gaps (**Spring 2017**)

1. Formalize & communicate definition for environmental literacy & add to curriculum maps in appropriate places
2. Consider an additional C&I Coordinator Position, that includes responsibilities for (**2016-17**):
  - Conducting an environmental education gap analysis regarding specific content standards/content areas/courses in D39 curricula
  - Ensuring alignment with NGSS.
  - Coordinating sustainability efforts & garden usage district-wide
  - Developing plans to reduce school waste at lunches

Responsible Staff: Department of Curriculum & Instruction

*Goal 3: Increase teacher experience in school garden for instructional & wellness purposes*

- Develop a plan of activities to increase garden visits by staff members & students (**spring 2016**)
- Increase classroom use of school gardens (**spring 2017**)

1. Through collaboration with Master Gardeners, the Wellness Committee will identify & consider new events/activities for staff that promote school garden use
2. Conduct a review of garden lessons linked to curriculum maps at Grade Level & Department meetings
3. Maintain garden calendar for each school to establish baseline data on classroom usage

Responsible Staff: Departments of Curriculum & Instruction & Human Resources

**2015-2016 District 39 CONNECTED Strategic Plan: Cultivating Growth-minded, Resilient Students**

<b>Goal 4: Facilitate communication about sustainability, school gardens, &amp; environmental programming</b>	
	1. Collaborate with PTA/PTO leadership to develop an enrichment newsletter covering: Enrichment opportunities related to sustainability, school garden activities & usage, & environmental awareness programming
Responsible Staff: Superintendent & Building Administrators	

<b>TECHNOLOGY INFUSION AND INFRASTRUCTURE</b>	
<b>OVERARCHING GOAL: Develop long-term planning to address technology infrastructure &amp; technology infusion</b>	
<b>OUTCOMES/MEASURES</b>	<b>DELIVERABLES</b>
<b>Goal 1: Recommend opportunities for impactful learning experiences in the Learning Commons</b>	
<ul style="list-style-type: none"> <li>● Present an integrated Library Media &amp; Technology curricula to enhance student learning in the Learning Commons environment (<b>summer 2016</b>)</li> <li>● Notate existing curriculum maps with identifiers for use of Learning Commons environment (<b>spring 2016</b>)</li> <li>● Measure the increased use of Learning Commons v. use of traditional scheduled LMC/Tech classes (<b>spring 2016</b>)</li> </ul>	<ol style="list-style-type: none"> <li>1. The Technology Vision Committee &amp; the Library Media/Technology Curriculum Review will identify best practices for use of Learning Commons spaces</li> <li>2. Continue school-based planning &amp; implementation of Learning Commons spaces                             <ul style="list-style-type: none"> <li>● “Lessons learned” from Central experience will be considered in planning infrastructure &amp; implementation in other buildings</li> </ul> </li> <li>3. Examine roles of library media teachers &amp; technology teachers in relation to Learning Commons implementation</li> <li>4. Through tracking learning Commons usage at Central School, lesson recommendations will be linked to the Technology &amp; Library Media Curriculum Review &amp; begin to link lessons to curriculum maps in all subjects</li> <li>5. The Tech Vision Committee &amp; Library Media/Technology Curriculum Review Committee will establish student grade-level outcomes related to use of Learning Commons spaces using 4C’s, ISTE, NGSS, BrightBytes, etc.</li> <li>6. Establish baseline data on LMC/Tech &amp; Learning Commons spaces</li> </ol>
Responsible Staff: Department of Curriculum & Instruction & Technology	
<b>Goal 2: Plan &amp; facilitate ongoing rollout of the 1:1 Learning Environment</b>	
<ul style="list-style-type: none"> <li>● Full implementation of the 1:1 environment in grade 5 (<b>Spring/Summer 2016</b>)</li> </ul>	<ol style="list-style-type: none"> <li>1. Plan &amp; facilitate 5th grade roll out of the 1:1 initiative</li> <li>2. Create iPad deployment plan for 5th graders to include parent &amp; student orientation to the iPads</li> </ol>
Responsible Staff: Department of Technology & 5-8 Building Administration	

**2015-2016 District 39 CONNECTED Strategic Plan: Cultivating Growth-minded, Resilient Students**

<i>Goal 3: Complete long-term planning for technology integration &amp; supportive infrastructures</i>	
<ul style="list-style-type: none"> <li>● 85% of staff will indicate on tech support tickets that work was completed satisfactorily <b>(Spring 2016)</b></li> </ul>	<ol style="list-style-type: none"> <li>1. Establish a formal multi-year plan for the replacement of key infrastructure equipment as well as phone system, security cameras &amp; other ancillary equipment supported by the Technology Department. <i>(Fall 2016)</i></li> <li>2. Conduct a security audit to ensure security of student/financial data &amp; effective infrastructure supports for learning/working environment. Adjust practices accordingly. <i>(Fall 2016)</i></li> </ol>
Responsible Staff: Department of Technology	

<b>NON-COGNITIVE SKILLS (FROM CRC RESPONSE)</b>	
<i>OVERARCHING GOAL: Cultivate growth-minded, resilient students, capable of persisting &amp; coping with all of the demands that go into a 21st century education</i>	
OUTCOMES/MEASURES	DELIVERABLES
<i>Goal 1: Expand implementation of CSLs, including non-cognitive factors</i>	
<ul style="list-style-type: none"> <li>● Once each quarter, 80% of WJHS students will accurately explain how the application of specific Mathematical Practice(s) helped them to solve a complex problem. <b>(Spring 2016)</b></li> </ul>	<ol style="list-style-type: none"> <li>1. Expand &amp; further implement the CSLs framework to include non-cognitive factors                             <ul style="list-style-type: none"> <li>● Develop a CSL scope &amp; sequence</li> <li>● Identify desired student outcomes of CSL/non-cognitive skills instruction</li> </ul> </li> <li>2. Review implementation of Second Step program, Social Thinking &amp; Zones of Regulation                             <ul style="list-style-type: none"> <li>● Conduct a gap analysis between Second Step &amp; CSLs</li> <li>● Develop a “map” of Second Step, Social Thinking, &amp; Zones of Regulation lessons, delineating the grade level of instruction for non-cognitive skills &amp; clarifying resources of Tier 1, 2, &amp; 3 programming</li> <li>● Develop a pacing calendar for implementation or check in with teachers on the evaluation cycle to be used during the 2016-17 school year</li> </ul> </li> <li>3. Provide opportunities for applying the 8 Mathematical Practices (grades 5-8)</li> </ol>
Responsible Staff: Departments of Curriculum & Instruction & Student & Special Services & Building Administrators	
<i>Goal 2: Build parent awareness about CSLs/non-cognitive factors</i>	
<ul style="list-style-type: none"> <li>● Data from a pre- &amp; post--parent post-survey will show that respondents indicate D39 communication efforts about CSLs/non-cognitive factors have significantly increased or increased their understanding of the development of these dispositions in children <b>(spring 2017)</b></li> </ul>	<ol style="list-style-type: none"> <li>1. Create scope &amp; sequence for CSLs &amp; non-cognitive factors K-8</li> <li>2. Provide student CSL self-reflection opportunities</li> <li>3. Use communication tools to share information with parents about CSLs &amp; other non-cognitive factors</li> </ol>
Responsible Staff: Departments of Curriculum & Instruction & Student & Special Services & Building Administrators	



**2015-2016 District 39 CONNECTED Strategic Plan: Cultivating Growth-minded, Resilient Students**

**Goal 3: Re-evaluate & recommend options for daily start-&-end times**

- Provide to the Board several options for regarding school start- & end-times & benefits/consequences of each (spring 2016)

1. Review the CRC research about the benefits of sleep on cognitive skill development & stress/anxiety reduction
2. Include in the ongoing-work of the Scheduling Committee consideration of daily start-&-end times
3. Develop recommendations/alternatives regarding impact of potential changes to school day start- & end-times.

Responsible Staff: Grade 5-8 Scheduling Committee

**Goal 4: Establish consistent D39 homework practice & communicate to parents**

- Implement consistent homework practices (2015-16)
- Re-survey parents about impact of homework practices (2016-17)

1. Review CRC research at building meetings
2. Establish consistent grade level & department homework expectations
3. Develop strategic communication to guide parent support of homework
4. Review & communicate school homework practices & messages to parents about their role in assisting students with homework completion

Responsible Staff: Building Administrators & Department of Curriculum & Instruction

**Goal 5: Build stakeholder awareness about emerging best practices to cope with academic stress & anxiety**

- Determine the causes of chronic student absenteeism for students that miss 15 or more school days per year (spring 2016)
- Student absences due to stress & anxiety will decrease by 10% (spring 2017)

1. Select a SEL universal screening protocol for students in grades 2, 5, & 7 (Department of Student & Special Services)
2. Identify students that may be “at risk” due to anxiety &/or school refusal to establish baseline data & provide Response to Intervention (RtI) (Building Administrators, nurses, social workers, psychologists, & teachers)
3. Use the strategic communication tool to share information for supporting the development of coping skills in children.

Responsible Staff: Communications Director, Department of Student & Special Services & Building Administrators

**2015-2016 District 39 CONNECTED Strategic Plan: Cultivating Growth-minded, Resilient Students**

<b>TEACHER EVALUATION</b>	
<i><b>OVERARCHING GOAL: Establish student growth model that will be utilized in the teacher evaluation process</b></i>	
<b>OUTCOMES/MEASURES</b>	<b>DELIVERABLES</b>
<ul style="list-style-type: none"> <li>● <i>The Joint Committee will establish a student growth plan as part of the teacher evaluation process (fall 2016 implementation)</i></li> </ul>	<ol style="list-style-type: none"> <li>1. <i>Establish the PERA (Performance Evaluation Reform Act) Joint Committee to address student growth model</i></li> <li>2. <i>Identify parameters for implementing student growth as part of the Teacher Evaluation Plan</i></li> <li>3. <i>Provide professional development to all staff regarding student growth &amp; assessment</i></li> <li>4. <i>Provide opportunities &amp; encourage teachers to engage in intentional assessment creation, refinement &amp; reflection</i></li> <li>5. <i>Identify training needed in 2016-2017 in order to implement the Teacher Evaluation Plan</i></li> </ol>
Responsible Staff: Departments of Human Resources & Curriculum & Instruction	

<b>GRADE 5-8 MODEL</b>	
<i><b>OVERARCHING GOAL: Review 5-8 schedule &amp; identify options for improvement</b></i>	
<b>OUTCOMES/MEASURES</b>	<b>DELIVERABLES</b>
<i><b>Goal 1: Require middle school endorsements for all Highcrest Middle School teachers by 2017-18</b></i>	
<ul style="list-style-type: none"> <li>● <i>100% of all grade 5 teachers will have a middle school endorsement (2017-18 school year)</i></li> <li>● <i>50% of all grade 5 teachers will have a math endorsement (2017-18 school year).</i></li> </ul>	<ol style="list-style-type: none"> <li>1. <i>Communicate endorsement expectation to all HMS teachers to support scheduling structure</i></li> <li>2. <i>Approve coursework for teachers according to WEA contract requirements</i></li> <li>3. <i>Monitor progress of grade 5 teachers toward obtaining middle school endorsements</i></li> </ol>
Responsible Staff: Administrators for Human Resources, Superintendent, HMS Administrators, HMS Teachers, & Scheduling Committee	
<i><b>Goal 2: Propose scheduling configurations in spring 2016 to support the 5-8 campus model</b></i>	
<ul style="list-style-type: none"> <li>● <i>Recommend structure/schedules for grades 5-8 (spring 2016-17)</i></li> </ul>	<ol style="list-style-type: none"> <li>1. <i>Clarify the focus &amp; goals for the Scheduling Committee</i></li> <li>2. <i>Develop process for creating grade 5-8 schedule recommendations</i></li> </ol>
Responsible Staff: Administrators for Human Resources & Curriculum & Instruction, Superintendent, HMS/WJHS Administrators, & Scheduling Committee	

**2015-2016 District 39 CONNECTED Strategic Plan: Cultivating Growth-minded, Resilient Students**

FACILITIES DEVELOPMENT	
<i>OVERARCHING GOAL: Provide plan for long-term facility planning &amp; life safety projects</i>	
OUTCOMES/MEASURES	DELIVERABLES
<i>Goal 1: Determine available space for Kindergarten Enrichment programming</i>	
<ul style="list-style-type: none"> <li>● Identification of spaces in each elementary building for kindergarten enrichment or full-day programming</li> </ul>	<ol style="list-style-type: none"> <li>1. Determine available space for Kindergarten Enrichment or full-day programming based on:                             <ul style="list-style-type: none"> <li>● A study of existing space &amp; potential spaces</li> <li>● A longitudinal study based on historical &amp; projected enrollments</li> <li>● Identification of financial options</li> </ul> </li> </ol>
Responsible Staff: Business Office	
<i>Goal 2: Plan for facility development of Learning Commons spaces</i>	
<ul style="list-style-type: none"> <li>● Present multi-year plan for Learning Commons development in the five remaining school buildings</li> <li>● Completion of Year 2 of boiler &amp; roof plan (2015-2016)</li> <li>● Completion of Year 3 of boiler &amp; roof plan (2016-2017)</li> </ul>	<ol style="list-style-type: none"> <li>1. Establish a multi-year plan for each school building for Learning Commons spaces in each building</li> <li>2. Prioritize the next schools for development of Library Media/Technology spaces (Learning Commons)</li> <li>3. Determine financing options</li> <li>4. Continue with year two of fifteen-year boiler &amp; roof replacement plan (Harper School)</li> </ol> <p><i>NOTE: Current Life Safety projects are completed through FY16; New 10-year cycle begins in FY17</i></p>
Responsible Staff: Business Office	