



EAST HADDAM PUBLIC SCHOOLS
STRATEGIC PLAN
2001-2006

Approved: August 14, 2001

By

East Haddam Board of Education

TABLE OF CONTENTS

	<u>Page #</u>
Introduction and Background	1
Planning Committee Members	3
Mission Statement/Critical Issues	4
Objectives and Strategies	5
Action Team Members	7
Action Plan 1 – Student Achievement	8
Action Plan 2 – Professional Development	19
Action Plan 3 – Technology	27
Action Plan 4 – Relationships	37
Action Plan 5 – Facilities	41
Major Initiatives - Years 1 & 2.....	42

INTRODUCTION AND BACKGROUND

The strategic planning process began during the summer of 2000 in response to the East Haddam Board of Education's expressed desire to develop a strategic plan for the school district. Under the direction of the Superintendent of Schools, a twelve person Planning Team was formed comprised of the district's administrators and four staff members. The Team met at LEARN on July 26, 27, and 28 with Doreen Marvin, a LEARN staff development specialist and a trained strategic planning facilitator. The Planning Team reviewed the current mission statement along with the district's goals and objectives. At the conclusion of the three-day planning session, the Planning Team had revised the mission statement, identified three critical issues facing the school district, defined six objectives and developed fourteen strategies that it believed were crucial to the attainment of the mission.

In the fall of 2000, a Strategic Planning brochure was created and disseminated to every household in East Haddam and to every employee of the Board of Education. The purpose of the distribution was twofold: first, to inform the general population of the Board's planning initiative and secondly, to ask for public participation in the action planning phase of the strategic plan. This effort turned out to be highly successful in that over seventy individuals from the community, including many school employees, volunteered to serve on one of five action teams. The five action teams were formed around the six objectives. One action team was asked to address two similar objectives. The Planning Team identified key individuals from the community who they believed would serve as excellent Action Team leaders. Fortunately, the Planning Team was successful in obtaining the services of each of these individuals as Action Team Leaders.

All volunteers for the action planning phase were provided an overview of strategic planning and an orientation to their role in the development of the action plans. In addition, Action Team Leaders were given specific training in the action planning process as well as in group facilitation. Action Teams were asked to complete their work by March 1, essentially allowing them three months to analyze their strategies, identify their research questions, conduct their research and write their plans. Sixty-two action plans were presented to the Superintendent on March 1, thus completing the action plan development phase of the process.

INTRODUCTION AND BACKGROUND (Cont'd)

Each Action Team leader presented their respective action plans to the Planning Team on March 20 and 22. These presentations provided Planning Team members an opportunity to ask clarifying questions and to obtain a deeper understanding of the proposed plans.

A subcommittee of the Planning Team met in early April to analyze the action plans to determine each plan's relationship to the stated mission, objectives and strategies. The revised plans along with a Cost Benefit Analysis were submitted to and reviewed by the entire Planning Team in late April. A preliminary draft of the plan was presented to us on May 8, 2001. The Superintendent facilitated a presentation on the entire plan at a Special Meeting on May 22, 2001. Subsequently, Chairman Vachon appointed an ad hoc committee of the Board to review the strategic plan in detail and to make recommendations to the full Board for its consideration. Mrs. Lyman, who served as the chair, along with Mrs. Gourlie and Dr. Mielt formed the committee.

The Board is pleased and excited to present this plan to the East Haddam community. The contents of this strategic plan are intended to serve as the blueprint for a better future for our children by enhancing the quality of our educational programs. The plan reflects both creativity and conservatism, but in either case, it recognizes and embraces the need to change.

The Members of the East Haddam Board of Education

Arthur Vachon, Chairman
Pamela Gourlie, Secretary
Robert Ballek
Everett Herden
Nicholas Iacovelli
Dora Lyman
Robert Mather
Thomas Mielt
Steven Quinn

PLANNING COMMITTEE MEMBERS

- Nancy Allison - Computer Coordinator
- Ava Biffer - Library/Media Specialist, Nathan Hale-Ray Middle School
- Cathy Brink - 1st Grade Teacher
- Bonnie Butsch - Assistant Principal, Nathan Hale-Ray Middle School
- Patricia Buxton - Assistant Principal, Nathan Hale-Ray High School
- Linda Cherry - Principal, East Haddam Elementary School
- Eileen Donahoe - Guidance Counselor, Nathan Hale-Ray High School
- Steven Durham - Superintendent of Schools
- Craig Edmondson - Principal, Nathan Hale-Ray Middle School
- Cynthia Mello - Assistant Principal, East Haddam Elementary School
- David Scata - Director of Pupil Services
- Howard Sheldon - Principal, Nathan Hale-Ray High School
- Doreen Marvin – Facilitator, LEARN

MISSION STATEMENT

The mission of the East Haddam School District, where people are our greatest resource, is to develop a community of life-long learners through a rigorous instructional program delivered by a caring, competent staff dedicated to preparing productive citizens for our diverse and changing society.

CRITICAL ISSUES

Curriculum

Curriculum development is a dynamic and continuous process by which a school system plans, implements, and evaluates its educational programs in a coherent and logical manner. Curriculum guides the teaching/learning process by defining what is to be learned, how it is to be learned, and how it will be assessed. Inherent in this process is a need for a comprehensive professional development program, including a differentiated teacher evaluation model that will lead to improved student learning.

Relationships

Relationships that are based on mutual respect and trust can have life long positive impacts on intellectual, social, and emotional growth and development of a person. The East Haddam Public Schools will nurture the development of positive relationships and maintain trust among students, staff, teachers and administrators, parents, Board of Education, town government and community members in order to create a supportive learning environment that inspires confidence and facilitates the health and wellness of its members.

Facilities

The responsibility of the East Haddam community is to provide facilities to support the changing educational needs of its children. These facilities must also provide for the delivery of community-based programs. As a result of the needs of this growing community and changing educational requirements, a comprehensive plan must address modifications to present facilities and the creation of plans for new facilities.

OBJECTIVES AND STRATEGIES

STUDENT ACHIEVEMENT

Objective 1 - Students in grades 4, 6, 8, and 10 will achieve mastery on state standardized testing.

- Strategy 1.1) We will analyze testing results and make necessary instructional revisions.
- Strategy 1.2) We will align our curriculum to reflect Connecticut State Department of Education standards.

Objective 2 - Every student will demonstrate mastery of the East Haddam Curriculum.

- Strategy 2.1) We will establish a curriculum review process to create a curriculum that promotes excellence.
- Strategy 2.2) We will provide a support system to enable each child to maximize his/her potential.

PROFESSIONAL DEVELOPMENT

Objective 1 - Each child will engage in an instructional program provided by a professional staff that utilizes exemplary educational practice.

- Strategy 1.1) We will develop a professional growth plan that assists teachers in the implementation of the district technology plan in their daily instructional practice.
- Strategy 1.2) Every teacher's professional development and growth plan will reflect the District's strategic plan.
- Strategy 1.3) We will establish a professional development program for all teachers on exemplary instructional practices.

TECHNOLOGY

Objective 1 - All students will have equal access to and use current technological resources.

- Strategy 1.1) We will incorporate appropriate technology in all curricular areas.
- Strategy 1.2) We will provide teacher training in the area of educational technology.
- Strategy 1.3) We will provide financial support to maintain up-to-date technological resources.

OBJECTIVES AND STRATEGIES (Cont'd)

RELATIONSHIPS

Objective 1 - Every student will have the opportunity to engage in a mentor/mentee relationship with an adult within the school community

- Strategy 1.1) We will provide a formal program focused on building healthy relationships between and among staff and students.

FACILITIES

Objective 1 - Every child will be provided school facilities that assist the delivery of a comprehensive PreK-12 educational program, as well as community-based activities.

- Strategy 1.1) We will investigate community needs in regard to the use of school facilities.

ACTION TEAM MEMBERS

Action Team 1: Student Achievement

Leader – Peggy Neal
Susan Barnes
Ava Biffer
Barbara Bloomberg
Aaron Brothers
Patricia Buxton
Carole Duffy
Craig Edmondson, Planning Team Liaison
Dianna Gohar
Amy Little
Kim Meyer
Irene Parady
Jack Salbinski

Action Team 2: Professional Development

Leader – Pat Beaudry
Catherine Brink
Linda Cherry, Planning Team Liaison
Barbara Colvin
Susan Hyatt
Tina Keeler
Renee Kopcha
Carole Marvin
Philip Marvin
Catherine Russell
Nicole Vasile

Action Team 3: Technology

Leader – Kory Schutz
Nancy Allison, Planning Team Liaison
John Ciullo
Kaitlyn Considine
Leslie Corey
Min Goodspeed
Kevin Miller
Kathy Nowak
Alex Shorthouse
Christina Starr
David Telep
Mike Trotochaud

Action Team 4: Relationships

Leader – Toni Wasley
Linda Bristol
Bonnie Butsch, Planning Team Liaison
Cathy Cardella
Joanne Deegan
Eileen Donahoe
Doug Foster
Annie Gourlie
Chuck Harpin
Donna Jones
Stephanie Keane
Stephanie Lawson
Linda Lucas
Toni McCabe
Sue Merrow
John Nahas
JoAnn Parady
Carol Rusch
Cynthia Russo
David Scata, Planning Team Liaison
Michele Sitro
Patricia Sobraske
Sue Weaver
Rachelle Woodall

Action Team 5: Facilities

Leader – Alan Hanks
Carl Aresco
John Gibson
Nancy Hanks
Althea Liscombe
Jim Murac
Roy Parker
Marty Ryczek
Ernie Schubert
Howard Sheldon, Planning Team Liaison
Danielle Tierney
Pamela Wooding

EAST HADDAM PUBLIC SCHOOLS

STRATEGIC PLAN

2001-02

Action Plan 1: Student Achievement

Objective 1: Students in grades 4, 6, 8, and 10 will achieve mastery on state standardized testing.

Strategy 1: We will align our curriculum to reflect Connecticut State Department of Education standards.

Desired Outcomes 1.1: A highly effective instructional program that leads to improved student performance.

ACTION STEP	PERSON RESPONSIBLE	START DATE	DUE DATE	COMPLETED DATE/NOTES
All curriculum committees will review the State Department of Education's Curriculum Frameworks	Chairperson, Curriculum Sub-committee	9/00	Ongoing	
Analyze existing curricular documents	Chairperson, Curriculum Sub-committee	9/00	Ongoing	In accordance with "A Plan for Developing Curriculum in the East Haddam Public Schools"
Revise existing curricular documents to align with State Frameworks	Chairperson, Curriculum Sub-committee	9/00	Ongoing	As per master curriculum calendar
Ensure CMT/CAPT goals are embedded, assessed and evaluated in each curriculum	Curriculum Council/Committee Chairperson	9/00	Ongoing	In accordance with "A Plan for Developing Curriculum in the East Haddam Public Schools"

EAST HADDAM PUBLIC SCHOOLS

STRATEGIC PLAN

2001-02

Action Plan 1: Student Achievement

Objective 1: Students in grades 4, 6, 8, and 10 will achieve mastery on state standardized testing.

Strategy 1: We will analyze testing results and make necessary instructional revisions.

Desired Outcomes 1.2: An improved curriculum process which is closely aligned with the objectives of the state mandated tests and leads to higher student achievement.

ACTION STEP	PERSON RESPONSIBLE	START DATE	DUE DATE	COMPLETED DATE/NOTES
Create a position for a Director of Curriculum and Instruction according to specifics listed in Appendix 1.2a	Board of Education	7/02	9/02	Position will be re-evaluated during the budget development process

Appendix 1.2a

Director of Curriculum and Instruction Responsibilities

- ❑ Analyzes test results, including annual and longitudinal studies
- ❑ Creates and maintains a professional library of resources for faculty
- ❑ Consults regularly with Connecticut Department of Education to anticipate and respond to upcoming changes in CMT and CAPT
- ❑ Alerts faculty and administration to anticipated changes in CMT and CAPT
- ❑ Communicates with faculty, administration, and Board of Education regarding current and upcoming trends in education
- ❑ Coordinates the system-wide Curriculum Council
- ❑ Participates in curriculum development to assure that all curriculum documents are in alignment with state Frameworks and Best Practices
- ❑ Communicates regularly with the Superintendent and Board of Education

- ❖ Collaborates with Building Administrators to:
 - Interpret test results, including annual and longitudinal studies
 - Disseminate testing data and related information to faculty
 - Develop intervention strategies for students approaching mastery
 - Ensure CMT and CAPT goals are embedded in each curriculum
 - Identify professional development needs
 - Assist teachers in identification of individual professional development needs
 - Help to coordinate with teachers to identify and implement Best Practices
 - Coordinate communication with parents and students before and after tests
 - Ensure that a variety of indicators, including but not limited to test results, form a complete measure of student achievement

EAST HADDAM PUBLIC SCHOOLS

STRATEGIC PLAN

2001-02

Action Plan 1: Student Achievement

Objective 2: Every student will demonstrate mastery of the East Haddam curriculum.

Strategy 2: We will establish a curriculum review process to create a curriculum that promotes excellence.

Desired Outcomes 2.1: A curriculum that is current and reflects the latest thinking in each discipline and provides meaningful learning opportunities for students.

ACTION STEP	PERSON RESPONSIBLE	START DATE	DUE DATE	COMPLETED DATE/NOTES
Develop a "Plan for Developing Curriculum in the East Haddam Public Schools"	Curriculum Council/ Superintendent	Complete		Approved in January 2000 by the Board of Education
Develop 5-year curriculum review schedule	Curriculum Council/ Superintendent	Complete	7/05	Current schedule runs through the 2004-05 school year
Implement schedule of curriculum review	Curriculum Council	Complete	Ongoing	Per master curriculum calendar
Oversee curriculum development	Curriculum Council	9/00	Ongoing	
Review annually the "Plan for Developing Curriculum in the East Haddam Public Schools"	Curriculum Council	9/01	Ongoing	

EAST HADDAM PUBLIC SCHOOLS

STRATEGIC PLAN

2001-02

Action Plan 1: Student Achievement

Objective 2: Every student will demonstrate mastery of the East Haddam curriculum.

Strategy 2: We will provide a support system to enable each child to maximize his/her potential.

Desired Outcomes 2.2: A learning environment that accommodates the needs of all learners.

ACTION STEP	PERSON RESPONSIBLE	START DATE	DUE DATE	COMPLETED DATE/NOTES
Develop and adopt a district definition of diversity	Superintendent	7/02	1/03	
Provide professional development for faculty on topics related to diversity as defined by the district statement	Professional Development Committee	1/03	6/04	
Each school's Improvement Plan will include at least one initiative under the topic of diversity	Building Principal	9/03	Ongoing	

EAST HADDAM PUBLIC SCHOOLS

STRATEGIC PLAN

2001-02

Action Plan 1: Student Achievement

Objective 2: Every student will demonstrate mastery of the East Haddam curriculum.

Strategy 2: We will provide a support system to enable each child to maximize his/her potential.

Desired Outcomes 2.3: A high school environment that embodies the basic tenets of the Coalition of Essential Schools and promotes success for all students.

ACTION STEP	PERSON RESPONSIBLE	START DATE	DUE DATE	COMPLETED DATE/NOTES
Follow the required process to qualify for membership in the Coalition of Essential Schools	High School Administration and Program Leaders	7/02	6/04	See principles of “Essential Schools” and “Membership Guidelines”

Appendix 2.3a

The Common Principles of the Coalition of Essential Schools

1. The school should focus on helping adolescents learn to use their minds well.
2. The school's goals should be simple: that each student master a limited number of essential skills and areas of knowledge.
3. The school's goals should apply to all students, while the means to these goals will vary as those students themselves vary.
4. Teaching and learning should be personalized to the maximum feasible extent.
5. The governing practical metaphor of the school should be student-as-worker, rather than the more familiar metaphor of teacher-as-deliverer-of-instructional-services.
6. The diploma should be awarded upon a successful final demonstration of mastery for graduation – an “Exhibition.”
7. The tone of the school should explicitly and self-consciously stress values of unanxious expectation of trust and of decency.
8. The principal and teachers should perceive themselves as generalists first (teachers and scholars in general education) and specialists second (experts in but one particular discipline).
9. Ultimate administrative and budget targets should include, in addition to total student loads per teacher of 80 or fewer pupils, substantial time for collective planning by teachers, competitive salaries for staff, and an ultimate per pupil cost not to exceed that at traditional schools by more than 10 percent.
10. The school should demonstrate non-discriminatory and inclusive policies, practices, and pedagogies.

Appendix 2.3b

Membership Guidelines

Membership Criteria

1. Show evidence of a whole school commitment to each of the Ten Common Principles and the Eight Organizational principles in their practice. Specifically, they will commit to:
 - a. Share practice lessons learned with other schools as part of a system of accountability to their students, to each other and to the broader public. This includes a commitment to collection and use of evidence to guide the change effort and to support learning, planning and adjustment actions in the schools. The evidence gathered must be authentically valuable to both the school and the center, and centered on student achievement;
 - b. Address explicitly the challenges of equity beginning with race, class and gender;
 - c. Create multiple opportunities for leadership in the school;
 - d. Involve their district and/or board in the work of whole school change.
2. Engage in an ongoing process of self-assessment that specifically addresses progress toward implementation on a whole school basis of the Ten Common Principles and the Eight Organizational Principles.
3. Affiliate and participate in a Center.
4. Be willing to share in the governance and work of the center, including commitments of money and/or in-kind contributions.
5. Engage, both within the school and in collaboration with other schools, in a cycle of review and affirmation of membership in CES.

EAST HADDAM PUBLIC SCHOOLS

STRATEGIC PLAN

2001-02

Action Plan 1: Student Achievement

Objective 2: Every student will demonstrate mastery of the East Haddam curriculum.

Strategy 2: We will provide a support system to enable each child to maximize his/her potential.

Desired Outcomes 2.4: A comprehensive instructional program that enables all students to succeed.

ACTION STEP	PERSON RESPONSIBLE	START DATE	DUE DATE	COMPLETED DATE/NOTES
Increase Advanced Placement course offerings in all areas	High School Principal & Staff	9/01	6/03	In accordance with "A Plan for Developing Curriculum in the East Haddam Public Schools"
Develop a published procedure for any student to accept the challenge of taking an Advanced Placement course	High School Principal & Staff	9/01	1/02	
Research the varied opportunities available to students to attain college credits	High School Principal & Staff	1/02	6/02	
Develop a published procedure for students to avail themselves of other opportunities to complete college courses for high school credit	High School Principal	9/02	6/03	

EAST HADDAM PUBLIC SCHOOLS

STRATEGIC PLAN

2001-02

Action Plan 1: Student Achievement

Objective 2: Every student will demonstrate mastery of the East Haddam curriculum.

Strategy 2: We will provide a support system to enable each child to maximize his/her potential.

Desired Outcomes 2.5: Students will be highly educated and be able to apply their education throughout their life.

ACTION STEP	PERSON RESPONSIBLE	START DATE	DUE DATE	COMPLETED DATE/NOTES
Create a multi-faceted performance based assessment process that requires students at the exit grade of each school to demonstrate mastery of the East Haddam Curriculum	School Administration	9/01	6/04	Assessment process follows students throughout their formal education in the East Haddam Public Schools. Mentors may assist in this process.
Form an Advisory Committee to establish the criteria for graduation (9-12)	School Administration	9/01	6/02	
Form an Advisory Committee to establish the criteria for K-4, 5-8	School Administration	9/02	7/03	
Implement the requirements at the appropriate levels starting in the 2002-03 school year	School Administration	9/03	Ongoing	
All students will demonstrate mastery of the identified criteria as a condition for graduation	Superintendent/ Board of Education	9/03	Ongoing	The Class of 2004 will be the first class to comply with the graduation requirement.

Appendix 2.5a

Elements of Multi-faceted Documentation of Student Achievement

- ❑ “Exit Projects” to reflect student achievement in each school’s program
- ❑ Authentic assessment evidence demonstrating a student’s achievement
- ❑ Demonstration of self-reflective practices
- ❑ A collection of student products demonstrating varied assessment techniques, such as performance-based assessment
- ❑ Professional development and training necessary for teachers to effectively assess and document student achievement

EAST HADDAM PUBLIC SCHOOLS

STRATEGIC PLAN

2001-02

Action Plan 2: Professional Development

Objective 1: Each child will engage in an instructional program provided by a professional staff that utilizes exemplary educational practice.

Strategy 1: We will develop a professional growth plan that assists teachers in the implementation of the district technology plan in their daily instructional practice.

Desired Outcomes 1.1: Establish a professional development/technology resource center.

ACTION STEP	PERSON RESPONSIBLE	START DATE	DUE DATE	COMPLETED DATE/NOTES
Identify space	Building Administrators	9/03	9/04	
Select and determine the equipment to be purchased including but not limited to books, periodicals, computers, software, printers, scanner, internet access, and demonstration monitor to assist teachers in their efforts to use exemplary practices	Technology Coordinator	9/03	9/04	
Assess teachers' use of and satisfaction with the resource center relative to exemplary practice	Professional Development Committee	9/04	9/05	
Evaluate impact on student learning	Administration	9/05	Ongoing	

EAST HADDAM PUBLIC SCHOOLS

STRATEGIC PLAN

2001-02

Action Plan 2: Professional Development

Objective 1: Each child will engage in an instructional program provided by a professional staff that utilizes exemplary educational practice.

Strategy 1: We will develop a professional growth plan that assists teachers in the implementation of the district technology plan in their daily instructional practice.

Desired Outcomes 1.2: Demonstrate to the public how technology is used to support curriculum.

ACTION STEP	PERSON RESPONSIBLE	START DATE	DUE DATE	COMPLETED DATE/NOTES
Hold a system-wide technology fair to showcase how technology is used in the classroom to support the curriculum and how it is integrated into daily instruction	Technology Coordinator	1/03	6/03	Evaluate to determine if the technology fair should become an annual activity.

EAST HADDAM PUBLIC SCHOOLS

STRATEGIC PLAN

2001-02

Action Plan 2: Professional Development

Objective 1: Each child will engage in an instructional program provided by a professional staff that utilizes exemplary educational practice.

Strategy 2: Every teacher's professional development and growth plan will reflect the district's strategic plan.

Desired Outcomes 2.1: Provide opportunities for ongoing professional development related to district goals.

ACTION STEP	PERSON RESPONSIBLE	START DATE	DUE DATE	COMPLETED DATE/NOTES
Provide in-district opportunities before and after school for ongoing professional development related directly to district goals	Professional Development Committee	9/00	Ongoing	After school opportunities were provided to staff throughout the 2000-01 school year

EAST HADDAM PUBLIC SCHOOLS

STRATEGIC PLAN

2001-02

Action Plan 2: Professional Development

Objective 1: Each child will engage in an instructional program provided by a professional staff that utilizes exemplary educational practice.

Strategy 2: Every teacher's professional development and growth plan will reflect the district's strategic plan.

Desired Outcomes 2.2: All new staff become familiar with the strategic plan and the district's resources.

ACTION STEP	PERSON RESPONSIBLE	START DATE	DUE DATE	COMPLETED DATE/NOTES
Provide one day of professional development for new teacher orientation related to district goals, curriculum, the strategic plan, and technology resources	Superintendent	8/27/01	Ongoing	

EAST HADDAM PUBLIC SCHOOLS

STRATEGIC PLAN

2001-02

Action Plan 2: Professional Development

Objective 1: Each child will engage in an instructional program provided by a professional staff that utilizes exemplary educational practice.

Strategy 3: We will establish a professional development program for all teachers on exemplary instructional practices.

Desired Outcomes 3.1: Maximize resources through the involvement of skilled teachers sharing their instructional practices with their peers.

ACTION STEP	PERSON RESPONSIBLE	START DATE	DUE DATE	COMPLETED DATE/NOTES
Create a Request for Proposal (RFP) process for in-district professional development activities on exemplary practices	Professional Development Committee	7/02	9/02	In accordance with the revised Professional Development/Teacher Evaluation Plan

EAST HADDAM PUBLIC SCHOOLS

STRATEGIC PLAN

2001-02

Action Plan 2: Professional Development

Objective 1: Each child will engage in an instructional program provided by a professional staff that utilizes exemplary educational practice.

Strategy 3: We will establish a professional development program for all teachers on exemplary instructional practices.

Desired Outcomes 3.2: Summative and formative feedback process to assess teacher knowledge, skill, and satisfaction with workshops on exemplary practice.

ACTION STEP	PERSON RESPONSIBLE	START DATE	DUE DATE	COMPLETED DATE/NOTES
Design evaluation form to be completed at the conclusion of a professional development activity to assess each participant's level of understanding of the workshop objectives	Professional Development Committee	9/01	10/01	Forms will be consistent with the expectations outlined in the Professional Development Plan
Design a reflection and implementation form to be completed within one month following the participation in any out-of-district professional development activity	Professional Development Committee	9/01	10/01	
All teachers will present a summary of the significant learning acquired from their participation in the professional development activity and its potential to enhance student learning	Building Administrators	9/01	Ongoing	Presentation of summary can be done formally or informally

EAST HADDAM PUBLIC SCHOOLS

STRATEGIC PLAN

2001-02

Action Plan 2: Professional Development

Objective 1: Each child will engage in an instructional program provided by a professional staff that utilizes exemplary educational practice.

Strategy 3: We will establish a professional development program for all teachers on exemplary instructional practices.

Desired Outcomes 3.3: Better instruction through on-going support from content specialists in the areas of Language Arts, Math, Science, Social Studies, and the Arts.

ACTION STEP	PERSON RESPONSIBLE	START DATE	DUE DATE	COMPLETED DATE/NOTES
Determine the need for Curriculum Specialists	Superintendent	9/04	12/04	
Write job descriptions for Curriculum Specialists	Superintendent	1/05	6/05	
Create positions for full time curriculum specialists in the areas of Language Arts, Math, Science, Social Studies and the Arts	Board of Education	9/05	9/06	Reviewed and re-examined based on student achievement levels. Director of Health & PE and Technology Coordinator positions already exist.

EAST HADDAM PUBLIC SCHOOLS

STRATEGIC PLAN

2001-02

Action Plan 2: Professional Development

Objective 1: Each child will engage in an instructional program provided by a professional staff that utilizes exemplary educational practice.

Strategy 3: We will establish a professional development program for all teachers on exemplary instructional practices.

Desired Outcomes 3.4: Ongoing year-round professional development opportunities for staff.

ACTION STEP	PERSON RESPONSIBLE	START DATE	DUE DATE	COMPLETED DATE/NOTES
Provide summer institutes designed around district-wide themes and identified exemplary practices	Professional Development Committee	7/01	Ongoing	Planned 2001 summer activities ➤ Guided reading ➤ Teaching in the block ➤ School-wide enrichment

EAST HADDAM PUBLIC SCHOOLS

STRATEGIC PLAN

2001-02

Action Plan 3: Technology

Objective 1: All students will have equal access to and use current technological resources.

Strategy 1: We will incorporate appropriate technology in all curricular areas.

Desired Outcomes 1.1: Increased technology opportunities for all students in order to demonstrate proficiency throughout their school experience and beyond.

ACTION STEP	PERSON RESPONSIBLE	START DATE	DUE DATE	COMPLETED DATE/NOTES
Revise the current technology curriculum to be reflective of the needs of the current learners and of current technology	Technology Coordinator	9/01	6/02	In accordance with A Plan for Developing Curriculum in the East Haddam Public Schools
Offer advanced computer opportunities in each department at the high school (e.g.: computer languages, web design, graphic design, network administration, and Microsoft certifications).	Technology Coordinator/ Program Leaders/ Building Admin.	10/02	12/03	
Implement more computer-related options at the middle school.	Building Admin.	9/02	6/03	
Develop a junior computer tech program where students assisted staff in the maintenance of computer hardware and software.	Technology Coordinator/ Program Leaders/ Building Admin.	9/02	6/03	Approach Ray Board for support of this initiative
Implement appropriate enhanced computer opportunities to students at the elementary school.	Building Admin.	9/03	9/05	

EAST HADDAM PUBLIC SCHOOLS

STRATEGIC PLAN

2001-02

Action Plan 3: Technology

Objective 1: All students will have equal access to and use current technological resources.

Strategy 1: We will incorporate appropriate technology in all curricular areas.

Desired Outcomes 1.2: The establishment of a technology governing board composed of teachers, students, administrators, support staff, and community members that will ensure that the curriculum needs will drive technology procurements, network management, and security models.

ACTION STEP	PERSON RESPONSIBLE	START DATE	DUE DATE	COMPLETED DATE/NOTES
Re-establish a district-wide technology committee to review the district's hardware and software needs	Technology Coordinator	9/02	1/03	

EAST HADDAM PUBLIC SCHOOLS

STRATEGIC PLAN

2001-02

Action Plan 3: Technology

Objective 1: All students will have equal access to and use current technological resources.

Strategy 1: We will incorporate appropriate technology in all curricular areas.

Desired Outcomes 1.3 A user-friendly network that is responsive to the curriculum.

ACTION STEP	PERSON RESPONSIBLE	START DATE	DUE DATE	COMPLETED DATE/NOTES
Provide e-mail access for students for curriculum related assignments	Technology Coordinator/Tech. Governing Board	9/02	12/02	

EAST HADDAM PUBLIC SCHOOLS

STRATEGIC PLAN

2001-02

Action Plan 3: Technology

Objective 1: All students will have equal access to and use current technological resources.

Strategy 1: We will incorporate appropriate technology in all curricular areas.

Desired Outcomes 1.4: Daily integration of technology into lessons and daily on-site technical assistance.

ACTION STEP	PERSON RESPONSIBLE	START DATE	DUE DATE	COMPLETED DATE/NOTES
Create a position description document for Building Technology Specialists	Technology Coordinator/ Administration	1/02	6/02	These are not new positions. Stipends will be paid to existing staff members (1 per building) to perform the duties
Budget for staff positions	Board of Education	9/02	1/03	
Hire specialists	Superintendent	7/03	9/03	
Provide training	Technology Coordinator	9/03	12/03	

EAST HADDAM PUBLIC SCHOOLS

STRATEGIC PLAN

2001-02

Action Plan 3: Technology

Objective 1: All students will have equal access to and use current technological resources.

Strategy 2: We will provide teacher training in the area of educational technology.

Desired Outcomes 2.1: A program of professional development that addresses the skills needed to incorporate technology into all curriculum.

ACTION STEP	PERSON RESPONSIBLE	START DATE	DUE DATE	COMPLETED DATE/NOTES
Establish a mandatory network introduction session for all new staff	Technology Coordinator	8/01	Ongoing	In combination with the new staff orientation and as new staff is hired
Develop workshops to reflect the needs identified at each school through the Professional Development Committee	Technology Coordinator & Professional Dev. Committee	1/03	Ongoing	
Create follow-up sessions which focus on the application of technology skills to specific curricula areas	Technology Coordinator & Professional Dev. Committee	1/03	Ongoing	
Equip each teacher with a laptop	Board of Education	7/05	9/07	

EAST HADDAM PUBLIC SCHOOLS

STRATEGIC PLAN

2001-02

Action Plan 3: Technology

Objective 1: All students will have equal access to and use current technological resources.

Strategy 2: We will provide teacher training in the area of educational technology.

Desired Outcomes 2.2: Improve technological skills of all professional staff so students can be offered similar opportunities.

ACTION STEP	PERSON RESPONSIBLE	START DATE	DUE DATE	COMPLETED DATE/NOTES
Create an assessment tool to assess staff expertise in using technology	Technology Coordinator/ Professional Dev. Committee	8/01	6/02	Aligns with Teacher Evaluation/Professional Development Plan
Staff takes yearly assessment	Individual Staff Member	8/01	6/02	
Establish an individual growth plan when deemed appropriate based on the assessment results	Individual staff member with assistance of the Technology Coordinator/Mentor	8/02	10/02	
Create evaluation form and assessment cycle for technology purposes	Professional Dev. Committee	1/03	6/03	Aligns with Teacher Evaluation/Professional Development Plan

EAST HADDAM PUBLIC SCHOOLS

STRATEGIC PLAN

2001-02

Action Plan 3: Technology

Objective 1: All students will have equal access to and use current technological resources.

Strategy 3: We will provide financial support to maintain up-to-date technological resources.

Desired Outcomes 3.1: Creative uses of technology in education by providing access to current and cutting-edge technology.

ACTION STEP	PERSON RESPONSIBLE	START DATE	DUE DATE	COMPLETED DATE/NOTES
Review minimum computer hardware and software standards yearly	Technology Committee	9/01	Ongoing	
Replace one quarter of the district's hardware every year	Board of Education	7/03	Ongoing	
Provide every student with access to an individual portable technology device as needed to support the curriculum	Board of Education	7/05		Research and investigation will be required to determine appropriate technology
Implement Lt. Governor Rell's recommendation or similar strategy that the school district's budget will contain a minimum of 2% of total budget toward the purchase of computer hardware and software	Board of Education	9/05	1/06	

EAST HADDAM PUBLIC SCHOOLS

STRATEGIC PLAN

2001-02

Action Plan 3: Technology

Objective 1: All students will have equal access to and use current technological resources.

Strategy 3: We will provide financial support to maintain up-to-date technological resources.

Desired Outcomes 3.2: An environmentally safe procedure to dispose of old and outdated technology hardware.

ACTION STEP	PERSON RESPONSIBLE	START DATE	DUE DATE	COMPLETED DATE/NOTES
Determine the disposal process	Business Manager	7/01	9/01	A regional initiative is currently underway for the disposal of outdated computer hardware in accordance with Board of Education policy
Evaluate technology against minimum standards and collect assets to be retired	Technology Coordinator	9/01	1/02	
Determine whether distribution opportunities exist for retired technology within community	Business Manager/ Technology Coordinator	1/02	6/02	
Coordinate the distribution of retired technology	Technology Coordinator	7/02	9/02	
Undistributed retired technology will be disposed of after one year	Business Manager	9/02	6/03	

EAST HADDAM PUBLIC SCHOOLS

STRATEGIC PLAN

2001-02

Action Plan 3: Technology

Objective 1: All students will have equal access to and use current technological resources.

Strategy 3: We will provide financial support to maintain up-to-date technological resources.

Desired Outcomes 3.3: A single hardware/software platform to reduce total cost of ownership and to make computing resources equally available at all schools.

ACTION STEP	PERSON RESPONSIBLE	START DATE	DUE DATE	COMPLETED DATE/NOTES
Develop and implement a strategy to transition to a single hardware/software platform	Technology Committee	9/01	9/04	

EAST HADDAM PUBLIC SCHOOLS

STRATEGIC PLAN

2001-02

Action Plan 3: Technology

Objective 1: All students will have equal access to and use current technological resources.

Strategy 3: We will provide financial support to maintain up-to-date technological resources.

Desired Outcomes 3.4: Alternate funding sources to support the district's technology needs.

ACTION STEP	PERSON RESPONSIBLE	START DATE	DUE DATE	COMPLETED DATE/NOTES
Investigate funding opportunities from governmental and private agencies	Director of Curriculum/Grant Writer	9/02	Ongoing	If the Director of Curriculum position is not approved, a necessary option is to pursue a grant writer. This could be a part-time position depending upon the scope of the responsibilities
Coordinate full utilization of Ray Board funds	Director of Curriculum/Grant Writer	9/02	Ongoing	

EAST HADDAM PUBLIC SCHOOLS

STRATEGIC PLAN

2001-02

Action Plan 4: Relationships

Objective 1: Every student will have an opportunity to engage in a mentor/mentee relationship with an adult within the school community

Strategy 1: We will provide a formal program focused on building healthy relationships between and among staff and students.

Desired Outcomes 1.1: A formal mentor/mentee program at Nathan Hale-Ray High School.

ACTION STEP	PERSON RESPONSIBLE	START DATE	DUE DATE	COMPLETED DATE/NOTES
Establish an Advisory Committee to investigate Goldberg's <i>"How to Design an Advisory for a Secondary School"</i> and East Lyme's Mentor/Mentee handbook	High School Administrators	9/02	11/02	
Provide training, workshops, opportunities for site visits, and materials for committee members and other interested persons	High School Administrators	12/02	6/03	
Design a Mentor/Mentee Handbook for Nathan Hale-Ray High School including: role and mentor responsibilities, standard operating procedures, and grade level thematic topics	Advisory Committee	7/03	9/03	
In-service staff on mentoring and program responsibilities	Advisory Committee	9/03	6/03	
Implement program into schedule on a regular basis necessary to achieve program goals	High School Administrators	9/03	Ongoing	
Provide opportunities for all students to communicate issues and concerns within their small home base group	High School Administrators	1/04	6/04	
Schedule monthly meetings for mentors and Advisory Committee to assess the program, problem solve in a forum for discussion	High School Administrators	9/03	Ongoing	

EAST HADDAM PUBLIC SCHOOLS

STRATEGIC PLAN

2001-02

Action Plan 4: Relationships

Objective 1: Every student will have an opportunity to engage in a mentor/mentee relationship with an adult within the school community

Strategy 1: We will provide a formal program focused on building healthy relationships between and among staff and students.

Desired Outcomes 1.2: East Haddam Public Schools will embrace character education as a vehicle to promote healthy relationships.

ACTION STEP	PERSON RESPONSIBLE	START DATE	DUE DATE	COMPLETED DATE/NOTES
Recruit staff members from each building to participate on a “Character Education” task force	Building Administrators	9/02	11/02	
Define how components of Rite of Passage, Responsive Classroom, Don’t Laugh at Me, and other appropriate programs that relate developmentally at various grade levels	Building Administrators and Character Committee	11/02	7/03	
Identify and set up professional development opportunities to train staff including workshops, site visits, and materials and resources	Building Administrators and Character Committee	9/03	6/04	
Select staff members, grade levels, and/or curriculum theme units to pilot some of the key concepts	Building Administrators and Character Committee	9/04	6/05	
Design initiatives that would highlight character development at all three building levels including the acquisition of materials as needed	Building Administrators and Character Committee	9/04	6/05	
Charge each Subject Area Curriculum Committees to incorporate character education into its respective curriculum	Curriculum Council	9/04	6/09	In accordance with the master curriculum calendar

EAST HADDAM PUBLIC SCHOOLS

STRATEGIC PLAN

2001-02

Action Plan 4: Relationships

Objective 1: Every student will have an opportunity to engage in a mentor/mentee relationship with an adult within the school community

Strategy 1: We will provide a formal program focused on building healthy relationships between and among staff and students.

Desired Outcomes 1.3: A community effort to promote healthy relationships.

ACTION STEP	PERSON RESPONSIBLE	START DATE	DUE DATE	COMPLETED DATE/NOTES
Recruit staff to work on a Peer Advocacy Project	School Administrators and East Haddam Youth & Family Service's Staff	9/01	Ongoing	A similar initiative is currently underway. This Action Plan will be reassessed in light of the progress of the other plans related to developing healthy relationships.
Design a manual of policies and procedures following the model used at Glastonbury High School	Peer Advocacy Staff	9/02	12/02	
Recruit, interview, and screen twenty-five high school students, 20 of them will be considered "at-risk"	Peer Advocacy Staff	1/03	3/03	
Train selected students in Peer Advocacy skills including communication skills, values clarification, decision making; as well as, specific topics including substance abuse, relationships, etc.	Peer Advocacy Staff	3/03	6/03	
Schedule weekly meetings between Peer Advocates and adult advisors for the purpose of education, support, problem solving, referral, and feedback regarding peer contacts	Peer Advocacy Staff	9/03	6/04	
Arrange schedule for continuing Peer Advocate meetings throughout the summer to allow continuity from one school year to the next	Peer Advocacy Staff	6/04	8/04	

EAST HADDAM PUBLIC SCHOOLS

STRATEGIC PLAN

2001-02

Action Plan 4: Relationships

Objective 1: Every student will have an opportunity to engage in a mentor/mentee relationship with an adult within the school community

Strategy 1: We will provide a formal program focused on building healthy relationships between and among staff and students.

Desired Outcomes 1.4: A district-wide council will exist to oversee healthy relationship programs and curriculum initiatives.

ACTION STEP	PERSON RESPONSIBLE	START DATE	DUE DATE	COMPLETED DATE/NOTES
Approach Local Prevention Council to determine their willingness to take on this endeavor	Superintendent	9/01	10/01	
Recruit administrative and staff representatives from the three schools to participate on the Council. Suggested membership: 1 administrator to chair Council, related services, health educators, and staff from each school; i.e., about eight members	Superintendent	10/01	12/01	This step may not be required
Identify essential character building assets related to healthy emotional /behavioral development for our district's students K-12	Council	1/02	3/02	
Construct a curriculum map or reference table charting the assets, the grade level addressing the assets, and the avenue of instruction. Include co-curricular programs, clubs, and experiences	Council	3/02	6/02	
Communicate with community resources and identify programs related to building healthy relationships and character education	Council	9/02	6/03	
Review the progress of all programs annually, and make recommendations for the district	Council	6/03	Ongoing	

EAST HADDAM PUBLIC SCHOOLS

STRATEGIC PLAN

2001-02

Action Plan 5: Facilities

Objective 1: Every child will be provided school facilities that assist the delivery of a comprehensive PreK-12 educational program, as well as community-based activities.

Strategy 1: We will investigate community needs in regard to use of school facilities.

Desired Outcomes 1.1: That all school facilities would be used as community centers and open seven days a week. That the town budget will reflect expenses for community needs outside of educational usage.

ACTION STEP	PERSON RESPONSIBLE	START DATE	DUE DATE	COMPLETED DATE/NOTES
A focus group comprised of different community organizations will be organized to discuss the use of school facilities for community purposes	Superintendent	1/02	6/02	
Board of Education and Board of Finance will meet to discuss the financial implications and staffing needs associated with opening up the schools on a year-round basis for community use	Superintendent	9/02	1/03	

SUMMARY OF PROPOSED MAJOR INITIATIVES YEAR 1: 2001-02

Student Achievement

- Curriculum alignment with SDE frameworks
- Curriculum Council to review “Plan”
- Increase AP courses
- Investigate additional opportunities to obtain college credit
- Form a committee to create a demonstration portfolio (9-12) requirement

Professional Development

- Institute formal new staff orientation program
- Plan for 2002 summer Professional Development institutes
- Increase Professional Development offerings before and after school

Technology

- Develop a disposal process for old computers
- Create and administer a technology assessment tool
- Review and revise technology standards for staff & students
- Develop a strategy to transition to single platform
- Create job descriptions for building level technology specialists

Relationships

- Identify essential characteristics for building healthy relationships
- Establish Peer Advocacy Project

Facilities

- Determine community interests in using school facilities

SUMMARY OF PROPOSED MAJOR INITIATIVES YEAR 2: 2002-03

Student Achievement

- Create position of Director of Curriculum (not funded by the 2002-03 budget)
- Adoption of a district statement on “Diversity”
- Initiate the process for Coalition of Essential Schools membership
- Form a committee to create a demonstration portfolio requirement at each exit grade K-8

Professional Development

- Conduct a Technology Fair
- Create a Request for Proposal process for in-district professional development

Technology

- Offer advanced computer opportunities at HS and MS
- Develop a junior computer tech program
- Review district’s hardware and software needs
- Provide e-mail access to students
- Increase Professional Development opportunities in area of technology
- Distribute retired technology

Relationships

- Establish advisory committee to design a secondary school advisory program
- Provide training, workshops, site visits
- Recruit staff members to form a Character Education task force
- Identify developmentally appropriate components by grade level
- Design procedure manual for Peer Advocacy Project
- Select and train students for participation in the Project

Facilities

- Board of Education to meet to discuss financial implications for year round use of school facilities by East Haddam citizens/groups