

East Haddam Public Schools

Five Year Strategic Plan

2019/2020  2024/2025

Draft: 6/7/2019

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Background

Soon after his arrival, the Board of Education charged the Superintendent Reas with the task of creating a strategic plan for the school system to move forward. The Board adopted the last 3-year strategic plan in 2009. The Board of Education approved the current strategic plan in 2016. During the school year of 2014-2015, many concepts that were eventually embedded in the 2015-2020 strategic plan were initiated before the plan was finalized. Teachers and administrators have worked diligently to meet and, in some cases, exceed the expectations of the 2015-2020 plan. In March 2019, the decision was made to draft a new strategic plan that would take us from the fall of 2019 to the spring of 2025.

Purpose

Strategic planning is an intentional process to focus the work of the district on a vision with a few very important goals. The plan aligns the district with the values of the community and the external expectations such as careers, workforce and universities. The plan provides a compass for the district, board, staff and leaders to focus district resources, both financial and human, on these goals and vision.

Mission Statement

Stakeholder input was collected from students from the entire 2019 classes of second, fifth, seventh and eleventh grade, community members, Hale-Ray Alumni, parents, and educators. This strategic plan is the culmination of themes from the vast amount of input received. If information collected does not match the recent data, districts may choose to re-write their Mission Statement. The recent input from East Haddam stakeholders validated the 2012 Mission Statement and hence the Mission Statement remains unchanged.

Strategic Plan Vision

The Strategic Plan Vision is the list of district outcomes that the district will ultimately achieve in 5 years as the plan is successfully implemented. You will notice that there are superscript numbers after some bolded words. These superscript numbers serve as a connection to the Performance Measures (PM) that are described below.

Performance Measures

Performance Measures (PM) are the instruments we use to measure the districts successful completion of the plan. Planning the measurements in advance supports the educators and community members alike to know what the results will look like in the future.

Goals and Objectives

The goals and objectives are the incremental steps the district will need to take to meet the strategic vision. These goals are more specific than the strategic vision and address the wide range of operations involved in implementing the strategic plan.

District Action Steps

Meeting the goals and objectives is accomplished by a series of actions that will meet the goal. Some actions will be completed in a year or two and then require to be changed and or updated. For this reason, action steps will be reviewed at the end of each school year and adjusted or revised as necessary. Many of these action steps include the collaborative efforts of staff, administration, Board of Education Members and community. These steps will look differently as the plan moves through the 5 year period of time.

School-Based Action Steps

While District Action Steps focus on the entire districts' goals and objectives, it is important for each building to consider the actions specific to their building. Principals collaboratively create school-based action steps that support the specific school to meet the district's five-year goals and objectives. Samples of school-based action steps are included at the end of this document as well as below.

A purely hypothetical example of a School-Based Action Step:

Measured by Performance Measure 4 and focused on Objective A4, students enrolled in AP classes will, on a weekly basis, use online instructional resources (Kahn Academy) in area of English Language Arts and Math resulting 25% more students achieving a passing grade on AP Assessments.

This example is also displayed in a plan matrix format at the end of this document. The plan strategy of having school communities each strategize on an annual basis is one way the plan encourages the district to have a culture of innovation and creativity.

Mission Statement

The mission of the East Haddam School District is to develop a community of lifelong learners who are prepared to become independent, creative and productive citizens for our diverse and ever-changing global society.

Strategic Plan Vision Statements

East Haddam students' learning is **inspired, led, and diversified**¹ by students.

East Haddam students will **persevere**⁸ to **exceed state** and **national**^{2,3,4} achievement averages.

East Haddam students will graduate **college and career ready**^{9, 5}.

East Haddam students' **multidisciplinary**¹¹ learning is facilitated by **exemplary**⁷ educators in an **individualized, innovative, and technologically state of the art**¹⁰ environment.

East Haddam students will learn in a culture of **empathy, curiosity, and innovation**⁶.

East Haddam students will learn in a **safe environment**¹⁰ that supports individuals to learn at the **individual's rigorous pace**¹² and **diverse learning styles**¹²

- Subscript numbers refer to Performance Measures on the next page

Performance Measures

1. Observable student opportunities that connect their learning to their present and future lives
2. Comparison of East Haddam to Smarter Balanced Assessment Results and AIMSWEB in ELA and Math for grades 3-8.
3. Students mastery of PK-12 aligned Graduation Expectations
4. Comparison of East Haddam students on SAT, PSAT 10, PSAT 9, PSAT 8, AP, Lexile Scores, Grades 4-8, to national percentiles.
5. Students meeting core academic benchmarks on unit assessments.
6. Annual student/parent survey measuring student opportunities to engage in authentic opportunities to use empathy, curiosity, and innovation.
7. Professional development plan of educators supporting instruction.
8. Student survey/interview results indicating observable student opportunities of challenge and perseverance.
9. College and career readiness survey data of recent graduates.
10. Benchmark progress on facility improvement plan.
11. Participation rates of world language, coding, and performing and visual arts opportunities
12. Summary of additional learning opportunities.

Goals and Objectives

<p style="text-align: center;"><u>ACHIEVE</u></p> <p style="text-align: center;"><i>Ensure that all East Haddam students equitably achieve in ELA, math, science, and social studies at high levels at students' individual rigorous pace and learning style.</i></p>	A1	Decrease the math gap compared to language arts (Differential between Mathematics and Language Arts will be equivalent to that of state and national averages)
	A2	Increase achievement for all students and decrease the achievement gap for students with special needs.
	A3	Ensure that all students meet grade level K-12 graduation competencies
	A4	Increase Advanced Placement participation and successful test scoring
	A5	Explore the feasibility of providing Pre- K for all students
	A6	Increase opportunities for students to accelerate learning inside and outside the school year/day

2019-2021 District Action Steps		
ACHIEVE	a-1	Develop and Pilot Benchmark Assessments to measure curriculum
	a-2	Curriculum renewal system adjust to recently developed graduation competencies.
	a-3	Develop comparisons of local benchmark data versus external assessment data.
	a-4	Calibrate benchmarks after pilot process.
	a-5	Complete graduation competencies structure (K-12) for all classes
	a-6	Conduct barrier analysis for students regarding entry into AP classes in conjunction with a survey of student perception of the AP program.
	a-7	Develop achievement data reports for teachers from multiple assessments.

Goals and Objectives

<p><u>RELATE</u></p> <p><i>Build relationships with the community to ensure sustainability, increase authentic learning opportunities, and deep connections to the community.</i></p>	R1	Increase collaborations with neighboring districts to provide additional professional development and programming to our student.
	R2	Increased community collaboration opportunities. (IE Vo-Ag, Vo-Tech)
	R3	Increase participation in dual enrollment in trade schools, universities and colleges
	R4	Increase student mentoring opportunities for students (academic and professional)
	R5	Increase Internship opportunities with local businesses and professionals
	R6	Increase community business collaborations to expand 18-21 transition program services.
	R7	Every graduate will take an online class as part of their high school experience.

2019-2021 District Action Steps

RELATE	r-1	Research and potentially secure an offsite location for the 18-21 Transition Program
	r-2	Create system for student, staff and community feedback around strategic plan goals.
	r-3	Dialogue with post-secondary education institutions to build opportunities to offer dual enrollment and ECE programs
	r-4	Identify post-secondary schools with programs that meet our students' needs for potential dual enrollment.
	r-5	Identify a list of online classes potentially available to the students at NHRHS and prepare a budget as necessary.

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Goals and Objectives

<p><u>DEVELOP</u></p> <p><i>Ensure talent development: excellence in instruction with high quality professional development.</i></p>	D1	Improve instruction in social emotional learning.
	D2	Improve instruction of students with disabilities.
	D3	Improve instruction of students with extraordinary abilities.
	D4	Increase capacity for data-based decision making
	D5	Increase professional coaching for instruction and leadership.
	D6	Instruction and universally designed instruction

2019-2021 District Action Steps

DEVELOP	d-1	Teacher induction and mentor systems to sustain student-learning momentum during staff transitions
	d-2	Professional development in data literacy and data-based decision making.
	d-3	Increase regional opportunities with neighboring communities to provided highly impactful and cost-effective professional development.
	d-4	Develop a plan to implement and budget instructional and leadership coaching.
	d-5	Develop student feedback system for professional development programming.
	d-6	Develop professional development plans annually that support the needs of all students
	d-7	Create a data warehouse to support databased decision-making
	d-8	Professional development focused improving learning with technology
	d-9	Professional development focused on instruction in social emotional learning

Goals and Objectives		
<p style="text-align: center;"><u>CONSTRUCT</u></p> <p style="text-align: center;"><i>A safe and multi-dimensional learning environment for students of all talents, needs, and learning styles.</i></p>	C1	Continuously improve the safety of our buildings.
	C2	Increase educational environments for students with social, sensory, and emotional needs
	C3	Increase the availability of environments that promote digital and collaborative student interaction and production Increase the quality of athletic facilities
	C4	Develop budget recommendations to increase opportunities for students to accelerate outside the school day/calendar.
	C5	Increase school readiness for incoming Kindergarten students
	C6	Increase creative environments at all schools
	C7	Safety and Security team will meet regularly and recommend facility security improvements.

2019-2021 District Action Steps

CONSTRUCT	c-1	Capital project planning through the 10-year Capital Plan budget
	c-2	Develop Pre K programming proposal to include: Pro's and Con's analysis and budget for Pre-K programming for all 3 and 4 year old children.
	c-3	Develop facility recommendations for revised graduation requirements to mirror when appropriate the state department of education graduation standards and meet the needs of the outcomes of this plan.
	c-4	Develop Makerspace and Innovative environments in the school that is available to students at multiple times of the day.
	c-5	Continue the development of digital media labs to support student creativity and digital project- based learning.
	c-6	Plan for changes to Vocational Agricultural, Technical spaces to adapt to future changes in programming.

Glossary

Term	Description	Grades Applicable
SAT	Scholastic Aptitude Test (Adopted as CT state accountability measure)	11
PSAT (8, 9, 10)	<i>Preliminary Scholastic Aptitude Test</i>	8,9,10
Lexile Scores	A method used to measure a student reader's ability is Lexile level or a Lexile Measure	4-8
Vo-Ag	Vocational Agricultural Program supports students in leadership, agricultural business, and supervised agricultural experience	9-12
Vo-Tech	Vocational Technical Program supports students in manufacturing, video production, computer aided design	9-12
Transition Program	Program to support students aged 18-21 with special needs requiring services beyond high school academic requirements	12+
Smarter Balanced Assessment	Smarter Balanced Assessment Consortium or SBAC are state tests administered to all students and aligned with the Common Core State Standards	3-8
AIMSWEB	AIMSweb® is a benchmark and progress monitoring system based on direct, frequent and continuous student assessment. The results are used to guide instruction and to determine response to instruction	K-6
Pre- K	Current Pre-K program offers 3 and 4-year-old students with disabilities a ½ day program 4 days a week. Peers as models attend to sustain a 1:1 ratio	Age 3+4
ELA	English Language Arts	K-12
ERW	Evidence-Based Reading and Writing section of the SAT and PSAT assessments	

East Haddam Elementary School Annual School Based Plan

Target Year: 2020

Objective	Strategic Action (Student population included, action taken, frequency)	Performance Measure	Outcome
A1:	Second and Third grade students will conference with their teacher bi-weekly about their reading skills.	PM 4	Aimsweb Reading Comprehension scores will increase by 10%.
<p>SAMPLE ONLY</p> <p>Not Approved</p>			

Nathan Hale-Ray Middle School Annual School Based Plan

Target Year: 2020

Objective	Strategic Action (Student population included, action taken, frequency)	Performance Measure	Outcome
R2	Science classes will connect with local resources, businesses on a quarterly basis.	PM 1	Student feedback connects instruction with community.
<p>SAMPLE ONLY</p> <p>Not Approved</p>			

Nathan Hale Ray High School Annual School Based Plan

Target Year: 2020

Objective	Strategic Action (Student population included, action taken, frequency)	Performance Measure	Outcome
A4	Students will on a weekly basis use online instructional resources (Kahn Academy) in area of English Language Arts and Math.	PM 4	Increase students passing AP assessments by 25%
<p>SAMPLE ONLY</p> <p>Not Approved</p>			