



STRATEGIC PLAN

2008 through 2011

Published January 2009

Mid-Cycle Review Plan 10.06.09

Regional School District No. 17

Serving the Communities of Haddam & Killingworth, Connecticut

“Every great dream begins with a dreamer. Always remember, you have within you the strength, the patience, and the passion to reach for the stars to change the world.”

- Harriett Tubman

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REGIONAL SCHOOL DISTRICT 17
STRATEGIC PLAN ACTION PLAN SUMMARY REPORT

AREA: Climate & Culture

GOAL STATEMENT: *I. Our schools will provide safe and respectful learning environments that encourage a passion for learning while demanding excellence and integrity of both students and staff.*

STRATEGY: *A. We will provide programs in every school that promote self-respect, respect for others and respect for their opinions.*

ACTION PLAN

The following steps will be implemented to achieve the strategy associated with the identified goal.

STEPS

TARGET DATE

- 1. Assess incidence of “bullying” and “harassment” in each school on an annual basis. 2008-2009**

PERSONNEL RESPONSIBLE:

Under the direction of the Superintendent of Schools, each School Principal will be required to submit data on an annual basis using a pre-approved format. **Status: Complete**

- 2. Implement comprehensive school counseling program to help children (Pre-K – 12) learn to resolve their own conflicts. 2009-2010**

PERSONNEL RESPONSIBLE:

The Director of Pupil Services will be responsible for designing, seeking the required approvals and implementing a comprehensive school, counseling model in all schools. **Status: Curriculum in this area is presently being completed and will be available as scheduled.**

- 3. Create a district-wide climate committee comprised of teachers, students and parents. 2008-2009**

PERSONNEL RESPONSIBLE:

The Superintendent of Schools or his/her designee will establish a district committee for the purpose of reviewing various opinions regarding the climate of the district and the schools which comprise it. The committee will meet at least two times per school year. **Status: Complete**

- 4. Assess feasibility of expanding the mentoring program in each school. 2009-2010**

PERSONNEL RESPONSIBLE:

The Superintendent of Schools or his/her designee will conduct a comprehensive review of the Mentor Program offered through Haddam-Killingworth Youth and Family Services which shall include specific recommendations regarding continuing, expanding, modifying or discontinuing the program in the schools of the district. **Status: In process.**

5. **Create a system for identifying students who show a pattern of behavior that is disrespectful to themselves and/or to others.** **2009-2010**

PERSONNEL RESPONSIBLE:

The Principal of each school shall be responsible for maintaining a pre-referral system which incorporates data collection methods to identify patterns of misconduct in students. **Status: In process through SRBI model and as required by state law.**

6. **Create a proactive prevention program for students who demonstrate this pattern.** **2009-2010**

PERSONNEL RESPONSIBLE:

The Principal of each school shall be responsible for maintaining a pre-referral system which incorporates proactive strategies used to identify patterns of misconduct in students and manage each student appropriately. **Status: In process through SRBI model and as required by state law.**

7. **Evaluate community service requirement with a view to increasing required hours and providing more meaningful experiences.** **2010-2011**

PERSONNEL RESPONSIBLE:

The High School Principal will evaluate the community service hour requirement for graduation and make recommendations regarding increasing the number of hours.

8. **Assess current formal and informal programs dealing with cultural diversity and equalize opportunities for expanding cultural awareness and diversity across the schools.** **2010-2011**

PERSONNEL RESPONSIBLE:

The Superintendent of Schools and other district administrators will conduct a review of multi-cultural activities being offered throughout the district and will develop a plan to increase such offerings in all schools.

AREA: **Climate & Culture**

GOAL STATEMENT: *I. Our schools will provide safe and respectful learning environments that encourage a passion for learning while demanding excellence and integrity of both students and staff.*

STRATEGY: *A. We will provide programs in every school that promote self-respect, respect for others and respect for their opinions*

EVALUATION REPORTS

MID-CYCLE REVIEW DATE: **October 6, 2009**

COMMENTS:

Much of what was planned in this area of the Strategic Plan has been accomplished within the timeframe identified. Presently, the district is finalizing a Comprehensive School Counseling Curriculum to be utilized in grades Kindergarten through 12. The development of this curriculum was delayed due a change in administrative leadership in the Pupil Services Department. It is expected that this curriculum will be completed and submitted to the district's Curriculum Council by the midpoint of the 2009-2010 school year. The district is also nearing completion of a standardized SRBI model to use in all schools within the district. This model is being developed and is expected to be completed by the close of the 2009-2010 school year as required by state statute.

FINAL REVIEW DATE:

COMMENTS:

DATE GOAL COMPLETED: _____

REGIONAL SCHOOL DISTRICT 17
STRATEGIC PLAN ACTION PLAN SUMMARY REPORT

AREA: Climate & Culture

GOAL STATEMENT: *I. Our schools will provide safe and respectful learning environments that encourage a passion for learning while demanding excellence and integrity of both students and staff.*

STRATEGY: *B. We will undertake initiatives that create a sense of pride and ownership of the school and district by students, staff, parents and community.*

ACTION PLAN

The following steps will be implemented to achieve the strategy associated with the identified goal.

<u>STEPS</u>	<u>TARGET DATE</u>
1. Hold regular “suggestion/input” evenings for students, parents and staff combined.	2008-2009
<u>PERSONNEL RESPONSIBLE:</u> Under the direction of the Superintendent of Schools, each School Principal will host a minimum of two dialogue sessions for the purpose of seeking input and suggestions regarding their respective schools. Status: In process of being scheduled.	
2. Create a web-based communication tool for receiving suggestions/input.	2008-2009
<u>PERSONNEL RESPONSIBLE:</u> The Superintendent of Schools will work with district technology staff to implement a web based communication system between the school district and schools to receive suggestions for improving the district and schools. Status: Complete using survey requirement in all schools.	
3. Share learning lessons with parents so new behaviors can be supported and reinforced by parents and caregivers.	2008-2009
<u>PERSONNEL RESPONSIBLE:</u> The Superintendent of Schools or his/her designees will establish a central depository (electronic & non-electronic) of information for parents, guardians and child care providers. Status: In process through SRBI model.	
4. Explore costs and benefits of a comprehensive school counseling model.	2008-2009

PERSONNEL RESPONSIBLE:

The Director of Pupil Services is responsible for designing, seeking the required approvals and implementing a comprehensive school, counseling model in all schools. **Status: Curriculum in this area is presently being completed and will be available as scheduled.**

5. **Explore implementation of peer-mediation program for minor infractions.** 2009-2010

PERSONNEL RESPONSIBLE:

The High School Principal and Middle School Principal will research peer mediation programs and make recommendations regarding implementing such a model at Haddam-Killingworth Middle School and Haddam-Killingworth High School. **Status: In process.**

6. **Institute and enforce a dress code for faculty and staff.** 2009-2010

PERSONNEL RESPONSIBLE:

The Board of Education will work collaboratively with the Superintendent of Schools, school administrators and representatives from each labor association to research develop and implement a dress code for all staff. **Status: Complete / Sending communication annually.**

7. **Revise and enforce a dress code for students.** 2009-2010

PERSONNEL RESPONSIBLE:

The Board of Education will work collaboratively with the Superintendent of Schools, school administrators, representatives from each labor association and representative from student organizations to research, develop and implement a dress code for all students. **Status: Complete**

8. **Hold staff accountable for their actions.** 2010-2011

PERSONNEL RESPONSIBLE:

The Superintendent of Schools and his/her designees will review and revise all evaluation instruments used in the district to ensure the highest degree of accountability.

9. **Hold students accountable for their actions.** 2010-2011

PERSONNEL RESPONSIBLE:

The Board of Education will work collaboratively with the Superintendent of Schools, school administrators, representatives from each labor association and representative from student organizations to review, revise and implement a revised code of conduct for all students.

10. **Assist parents in recognizing and shouldering their responsibilities for being effective advocates for their child(ren).** 2010-2011

PERSONNEL RESPONSIBLE:

The Board of Education, Superintendent of Schools and other district administrators will develop and disseminate materials to be used with assisting parents in recognizing and shouldering their responsibilities for being effective advocates for their child(ren).

11. **Hold annual forum with the district's local, state-level legislative delegation.** 2008-2009

PERSONNEL RESPONSIBLE:

The Board of Education and Superintendent of Schools will host an annual forum with the district's local, state-level legislative delegation. **Status: Partially complete via CABE Legislative Breakfast program and communication initiated by District Administration.**

12. **Maintain a multi-faceted employee wellness program.** 2008-2009

PERSONNEL RESPONSIBLE:

The Director of Fiscal Operations and his/her designees will develop and implement a comprehensive employee wellness program which may be accessed by all staff. **Status: Complete / Additions made annually.**

13. **Actively celebrate student and staff accomplishments.** 2008-2009

PERSONNEL RESPONSIBLE:

The Board of Education, Superintendent of Schools and other district administrators will increase develop and implement specific measures that increase the frequency of recognition of student and staff accomplishments. **Status: Complete / Additions made annually.**

AREA: **Climate & Culture**

GOAL STATEMENT: *I. Our schools will provide safe and respectful learning environments that encourage a passion for learning while demanding excellence and integrity of both students and staff.*

STRATEGY: *B. We will undertake initiatives that create a sense of pride and ownership of the school and district by students, staff, parents and community.*

EVALUATION REPORTS

MID-CYCLE REVIEW DATE: **October 6, 2009**

COMMENTS:

Much progress has been made in this area of the Strategic Plan with the greatest gains being implemented in the area of maintaining a culture that welcomes input from the variety of constituent groups whom the district serves. Discussion forums on topics related to the advancement of the district agenda focused on children are being scheduled and will greatly enhance how the business of public education continues to develop in Region 17.

Continued work is needed with having the Board of Education and Central Administration advocate at both the state and national levels with regard to legislation and other laws impacting education. This is best achieved by expanding opportunities to meet on a regular basis with the states legislative delegation. Most recently, the Superintendent of Schools has become an active member of the Connecticut Association of School Superintendents' Legislative Committee.

FINAL REVIEW DATE:

COMMENTS:

DATE GOAL COMPLETED: _____

REGIONAL SCHOOL DISTRICT 17
STRATEGIC PLAN ACTION PLAN SUMMARY REPORT

AREA: **Climate & Culture**

GOAL STATEMENT: *I. Our schools will provide safe and respectful learning environments that encourage a passion for learning while demanding excellence and integrity of both students and staff.*

STRATEGY: *C. We will provide learning environments in which staff, parents and children feel confident of their safety.*

ACTION PLAN

The following steps will be implemented to achieve the strategy associated with the identified goal.

<u>STEPS</u>	<u>TARGET DATE</u>
1. Train all staff in CPR and First Aid.	2010-2011
<u>PERSONNEL RESPONSIBLE:</u> The Superintendent of Schools and his/her designees will ensure that all staff is trained in CPR & First Aid.	
2. Conduct comprehensive safety audit.	2008-2009
<u>PERSONNEL RESPONSIBLE:</u> The Director of Facilities in collaboration with the District Safety Committee and building administrators will conduct an annual safety audit of all school district facilities. Status: Complete / completed annually	
3. Perform an annual audit of emergency procedures.	2008-2009
<u>PERSONNEL RESPONSIBLE:</u> The Superintendent of Schools and his/her designees will conduct an annual audit of the district and schools emergency plans in cooperation with local and state safety officials. Status: Complete / completed annually	
4. Evaluate cost of purchasing additional safety equipment for Applied Education classes.	2009-2010
<u>PERSONNEL RESPONSIBLE:</u> The High School Principal and Middle School Principal in coordination with the Director of Facilities and District Safety Committee will review the safety equipment in all applied education instructional areas and make recommendations regarding safety equipment needs in those areas. Status: In progress	

5. **Provide sexual harassment and sensitivity training for all staff.**

2009-2010

PERSONNEL RESPONSIBLE:

The Superintendent of Schools and his/her designees will ensure that all staff is trained in sexual harassment laws and receive sensitivity training on an annual basis. **Status: Complete / completed annually**

6. **Provide training against violent behaviors for all staff.**

2009-2010

PERSONNEL RESPONSIBLE:

The Director of Pupil Services in cooperation with other district administrative staff will design, develop and implement annual training for all staff in the area of non-violent behavior intervention. **Status: In progress**

AREA: **Climate & Culture**

GOAL STATEMENT: *I. Our schools will provide safe and respectful learning environments that encourage a passion for learning while demanding excellence and integrity of both students and staff.*

STRATEGY: *C. We will provide learning environments in which staff, parents and children feel confident of their safety.*

EVALUATION REPORTS

MID-CYCLE REVIEW DATE: **October 6, 2009**

COMMENTS:

The district has completed initiatives to ensure compliance with all local, state and national safety standards as required. Continued, annual training will be provided to all employees who require such training.

FINAL REVIEW DATE:

COMMENTS:

DATE GOAL COMPLETED: _____

REGIONAL SCHOOL DISTRICT 17
STRATEGIC PLAN ACTION PLAN SUMMARY REPORT

AREA: Communication

GOAL STATEMENT: *I. The district will promote proactive, meaningful communication with all constituent groups associated with our schools and school district.*

STRATEGY: *A. We will enhance the use of technology to increase the effectiveness of communication.*

ACTION PLAN

The following steps will be implemented to achieve the strategy associated with the identified goal.

STEPS

TARGET DATE

1. Continue to maintain and update district website.

2008-2009

PERSONNEL RESPONSIBLE:

The Superintendent of Schools will work with district technology staff to improve quality of the district website and the quality and quantity of information available on it. **Status: Complete**

2. Add a general link on the district / schools website that allows the public to ask questions and/or state opinions about educational matters.

2008-2009

PERSONNEL RESPONSIBLE:

The Superintendent of Schools will work with district technology staff to add a general link on the district / schools website that allows the public to ask questions and/or state opinions about educational matters. **Status: Complete**

3. Expand use of HKTV to educate constituents on topics of interest, e.g., block schedule, expulsion hearing process, introduction of new curriculum areas.

2008-2009

PERSONNEL RESPONSIBLE:

The Superintendent of Schools and his/her designees will expand use of HKTV to educate constituents on topics of interest, e.g., block schedule, expulsion hearing process, introduction of new curriculum areas. **Status: Complete**

4. **Require teachers to create and regularly maintain websites.**

2008-2009

PERSONNEL RESPONSIBLE:

The Principal of each school shall be responsible for ensuring that all staff receives training on how to design and maintain a website. Each Principal will ensure that each teacher maintains an active website for access by students, parents and other interested parties. **Status: Complete**

5. **Implement use of newer communication technologies where appropriate, e.g., youtube, blogs.**

2009-2010

PERSONNEL RESPONSIBLE:

The Superintendent of Schools will work with district technology staff and the District Technology Committee to incorporate new technologies where and if appropriate. The District Technology Plan will be reviewed and updated as needed on an annual basis. **Status: In progress**

AREA: **Communication**

GOAL STATEMENT: *I. The district will promote proactive, meaningful communication with all constituent groups associated with our schools and school district.*

STRATEGY: *A. We will enhance the use of technology to increase the effectiveness of communication.*

EVALUATION REPORTS

MID-CYCLE REVIEW DATE: **October 6, 2009**

COMMENTS:

The district has greatly improved its means for communicating information to parents and the general public. With the advent of newer technology-based tools, the district now maintains a comprehensive communications plan with minimum standards of compliance for all buildings and departments.

FINAL REVIEW DATE:

COMMENTS:

DATE GOAL COMPLETED: _____

REGIONAL SCHOOL DISTRICT 17
STRATEGIC PLAN ACTION PLAN SUMMARY REPORT

AREA: Communication

GOAL STATEMENT: *I. The district will promote proactive, meaningful communication with all constituent groups associated with our schools and school district.*

STRATEGY: *B. We will utilize student talent, as well as external resources and skills, in expanding communication.*

ACTION PLAN

The following steps will be implemented to achieve the strategy associated with the identified goal.

<u>STEPS</u>	<u>TARGET DATE</u>
1. Incorporate student talent in planned professional development, e.g., develop websites. <u>PERSONNEL RESPONSIBLE:</u> Under the direction of the Superintendent of Schools and the District Professional Development Committee, each School Principal will identify and pursue professional development sessions which could be taught by high school and middle school students when appropriate. Status: Continued	2008-2009
2. Encourage senior projects that focus on community relationships and communication. <u>PERSONNEL RESPONSIBLE:</u> The High School Administration will encourage and support senior (grade 12) demonstration projects that focus on community relationships and communication. Status: In process	2009-2010
3. Consider use of external resources. <u>PERSONNEL RESPONSIBLE:</u> The Superintendent of Schools and other district administrators will develop a comprehensive plan to incorporate (and expand) the use of interns and externals resources in all schools. Status: Complete (Speakers' Bureau Initiative, Mentor Program, School to Career)	2008-2009

AREA: **Communication**

GOAL STATEMENT: *I. The district will promote proactive, meaningful communication with all constituent groups associated with our schools and school district.*

STRATEGY: *B. We will utilize student talent, as well as external resources and skills, in expanding communication.*

EVALUATION REPORTS

MID-CYCLE REVIEW DATE: **October 6, 2009**

COMMENTS:

The district has engaged in many, unique initiatives in this area of its Strategic Plan. All of the initiatives listed in this session will continue to develop with the passage of time. The Senior Project elective is in need of review by the HKHS administration.

FINAL REVIEW DATE:

COMMENTS:

DATE GOAL COMPLETED: _____

REGIONAL SCHOOL DISTRICT 17
STRATEGIC PLAN ACTION PLAN SUMMARY REPORT

AREA: Communication

GOAL STATEMENT: *I. The district will promote proactive, meaningful communication with all constituent groups associated with our schools and school district.*

STRATEGY: *C. We will increase community awareness of school district functions and activities.*

ACTION PLAN

The following steps will be implemented to achieve the strategy associated with the identified goal.

STEPS

TARGET DATE

- 1. Advertise school and district events through permanent message boards in both communities.**

2009-2010

PERSONNEL RESPONSIBLE:

The Director of Facilities and others as identified will research and develop a plan to secure and install information signs in each community for the purpose of advertising school and related activities. **Status: Being researched**

- 2. Showcase school and district events/activities on the community cable access channel and ensure publication of corresponding program guides.**

2009-2010

PERSONNEL RESPONSIBLE:

The Superintendent of Schools, district technology staff, district audio visual staff and other district administrators will develop a comprehensive communication plan that will incorporate the following elements:

- a. Publication of a weekly program guide for channel 18 **Status: In process**
- b. Planned and recorded programming of student activities, performances and other presentations as deemed appropriate **Status: Complete**

- 3. Showcase student work and classroom events on teacher websites.**

2008-2009

PERSONNEL RESPONSIBLE:

The Principal of each school shall be responsible for ensuring that all staff receives training on how to design and maintain a website. Each Principal will ensure that each teacher maintains an active website which contains a summary of classroom activities, events and samples of student work for access by students, parents and other interested parties. **Status: Continued**

4. **Broadcast a Haddam-Killingworth High School Radio show.** **2010-2011**

PERSONNEL RESPONSIBLE:

The High School Administration, district technology staff, and district audio visual staff will develop a proposal to incorporate a radio station at Haddam-Killingworth High School

5. **Maintain district calendar and email updates/reminders to interested community members.** **2008-2009**

PERSONNEL RESPONSIBLE:

Under the supervisor of the Superintendent of Schools and School Principals, identified district/school staff will maintain current district and school activity calendars available in a variety of formats which highlight all important district and school functions, events, milestone dates and other information as identified. **Status: Complete**

6. **Continue to promote good relationships with town governments through open and honest dialogue.** **2008-2009**

PERSONNEL RESPONSIBLE:

The Board of Education will maintain liaisons to the Boards of Selectmen and Finance in the communities of Haddam and Killingworth and will provide periodic updates on the function of the district and schools. **Status: Complete**

The Superintendent of Schools will continue to maintain a comprehensive, communication system (regular meetings, notifications as needed, invitations to events and activities etc.) which incorporates the local elected officials in the communities of Haddam & Killingworth. **Status: Complete**

7. **Develop a survey to better understand what constituents know/feel about the district.** **2009-2010**

PERSONNEL RESPONSIBLE:

The Superintendent of Schools and his/her designees will solicit information regarding potential vendors to conduct a survey to better understand what constituents know/feel about the district. **Status: In process. Annual survey requirement established for all buildings**

AREA: **Communication**

GOAL STATEMENT: *I. The district will promote proactive, meaningful communication with all constituent groups associated with our schools and school district.*

STRATEGY: *C. We will increase community awareness of school district functions and activities.*

EVALUATION REPORTS

MID-CYCLE REVIEW DATE: **October 6, 2009**

COMMENTS:

As with other areas of the Strategic Plan, many of the targeted initiatives have been established and continue. Continued work is needed to enhance the quality and quantity of programming on Channel 18. Greater emphasis is needed on recognizing the achievements of all students. Research of public information boards is in process and requires approval from various boards and commissions in place in both the towns of Haddam and Killingworth.

FINAL REVIEW DATE:

COMMENTS:

DATE GOAL COMPLETED: _____

REGIONAL SCHOOL DISTRICT 17
STRATEGIC PLAN ACTION PLAN SUMMARY REPORT

AREA: Resources

GOAL STATEMENT: *I. The district will advocate for the human, physical, technological and financial resources to provide an environment that enables superior student achievement and optimizes taxpayer value.*

STRATEGY: *A. We will provide schools that combine academic and life skills courses, with as diverse a set of offerings as possible.*

ACTION PLAN

The following steps will be implemented to achieve the strategy associated with the identified goal.

STEPS

TARGET DATE

- 1. Implement specific changes including but not limited to those delineated in the national and state level secondary school reform initiative.**

2009-2010

PERSONNEL RESPONSIBLE:

Under the direction of the Superintendent of Schools, the district administrative team and other staff as identified will become conversant in the literature and research guiding the secondary school reform movement across the country and in the state of Connecticut.

Under the direction of the Superintendent of Schools, the district administrative team and other staff as identified will develop proposals and recommendations for Board of Education consideration in the following areas:

- a. structure of secondary schools (middle school and high school) **Status: In process**
- b. graduation requirements **Status: In process**
- c. modifications to the program of studies at Haddam-Killingworth High School to support high school reform initiatives **Status: In process**
- d. expansion to personal finance courses **Status: In process**
- e. development of international studies courses **Status: In process**
- f. departmental examinations at the high school level **Status: In process (highest priority for 2009-2010 school year)**
- g. expansion of student internships (including option for internship in local government) **Status: In process**
- h. expansion of articulated agreements with colleges and universities (including use of technology based learning as an option)
- i. service learning **Status: In process**
- j. alignment of curricula with skills and attributes associated with the 21st Century Skills model **Status: In process**
- k. technology based learning options **Status: Completed**
- l. expansion to senior demonstration project **Status: In process**
- m. restructuring of the 12th grade experience **Status: In process**

- n. student travel and study outside the continental United States **Status: In process**
- o. foreign exchange model for students and staff **Status: In process**
- p. revisions to the World Languages curricula and instructional model Kindergarten through Grade 12 **Status: In process**
- q. prerequisites to the middle school and high school experience **Status: In process**

2. Evaluate the potential and efficacy of offering full day kindergarten, looping, multi-age instruction, mentoring and internships for credit

2008-2009

PERSONNEL RESPONSIBLE:

The Superintendent of Schools or his/her designee will establish district committees for the purpose of researching and making recommendations for consideration of changes to district instructional practices, grade configurations, instructional methodologies and other contemporary educational practices. The committees will meet at a minimum of four times per school year and report findings and make specific recommendations to the district Curriculum Council. **Status: Continued (See Curriculum Council meeting minutes of 09/08/09)**

3. Pursue securing grant funds to offset costs of offering comprehensive academic and co-curricular programs

2008-2009

PERSONNEL RESPONSIBLE:

The Superintendent of Schools and Director of Fiscal Operations will secure grant funds to assist with the costs associated with offering the programs and services in the schools of the district. **Status: Not successful with securing private funds**

AREA: Resources

GOAL STATEMENT: *I. Our schools will provide safe and respectful learning environments that encourage a passion for learning while demanding excellence and integrity of both students and staff.*

STRATEGY: *A. We will provide schools that combine academic and life skills courses, with as diverse a set of offerings as possible.*

EVALUATION REPORTS

MID-CYCLE REVIEW DATE: **October 6, 2009**

COMMENTS:

The district maintains a proactive structure in the Curriculum Council to appropriate research, design, develop and seek the necessary approval from the Board of Education for all changes to district programming. In the past number of years, the district has initiated changes and program reforms commensurate with the goals in this area of the Strategic Plan. Continued work is needed at HKHS to examine the current program of studies and the manner in which students are assessed in each course. The program of studies needs to be modified at regular intervals to ensure adequate and appropriate course offerings are available. Methods of assessing student learning and the integration of technology resources into instruction continue to be the focus for the duration of this Plan.

FINAL REVIEW DATE:

COMMENTS:

DATE GOAL COMPLETED: _____

REGIONAL SCHOOL DISTRICT 17
STRATEGIC PLAN ACTION PLAN SUMMARY REPORT

AREA: Resources

GOAL STATEMENT: I. The district will advocate for the human, physical, technological and financial resources to provide an environment that enables superior student achievement and optimizes taxpayer value.

STRATEGY: B. We will promote the use of technology, where appropriate, to broaden the educational experience and course offerings available to our students.

ACTION PLAN

The following steps will be implemented to achieve the strategy associated with the identified goal.

STEPS

TARGET DATE

- 1. Provide distance learning and e-learning courses.**

2009-2010

PERSONNEL RESPONSIBLE:

The High School Principal, Middle School Principal, district technology staff and the District Technology Committee will research and recommend specific distance learning opportunities and technology based learning experiences for inclusion at the secondary level. **Status: In process**

- 2. Require the incorporation of alternative support methodologies, e.g. e-learning/online learning.**

2010-2011

PERSONNEL RESPONSIBLE:

The Superintendent of Schools or his/her designee will ensure that at least one technology based learning experience included in all curricular areas. These experiences will be delineated in all curriculum documents, Kindergarten through grade 12.

AREA: Resources

GOAL STATEMENT: *I. Our schools will provide safe and respectful learning environments that encourage a passion for learning while demanding excellence and integrity of both students and staff.*

STRATEGY: *B. We will promote the use of technology, where appropriate, to broaden the educational experience and course offerings available to our students.*

EVALUATION REPORTS

MID-CYCLE REVIEW DATE: **October 6, 2009**

COMMENTS:

The district maintains participation in Virtual High School at both the middle school and high school levels. Immediate, future plans call for the development of courses using Blackboard, Moodle or other similar software.

FINAL REVIEW DATE:

COMMENTS:

DATE GOAL COMPLETED: _____

REGIONAL SCHOOL DISTRICT 17
STRATEGIC PLAN ACTION PLAN SUMMARY REPORT

AREA: **Resources**

GOAL STATEMENT: *I. The district will advocate for the human, physical, technological and financial resources to provide an environment that enables superior student achievement and optimizes taxpayer value.*

STRATEGY: *C. We will prepare our students to succeed in a global environment.*

ACTION PLAN

The following steps will be implemented to achieve the strategy associated with the identified goal.

STEPS

TARGET DATE

- 1. Ensure that global standards are addressed and included in our curriculum (e.g., Global Engineering standards). 2010-2011**

PERSONNEL RESPONSIBLE:

Each curriculum revision teams will identify and incorporate specific state, national and international standards in all curricular areas. These standards will be delineated in all curriculum documents Kindergarten through grade 12.

- 2. Incorporate global awareness into curriculum. 2010-2011**

PERSONNEL RESPONSIBLE:

Under the direction of the Superintendent of Schools and his/her designees, each curriculum revision team will incorporate into all curricular areas, Kindergarten through grade 12, specific activities that increase student awareness of globalization and other cultures.

AREA: **Resources**

GOAL STATEMENT: *I. The district will advocate for the human, physical, technological and financial resources to provide an environment that enables superior student achievement and optimizes taxpayer value.*

STRATEGY: *C. We will prepare our students to succeed in a global environment.*

EVALUATION REPORTS

MID-CYCLE REVIEW DATE: **October 6, 2009**

COMMENTS:

This action Plan will commence in accordance with the approved timeline.

FINAL REVIEW DATE:

COMMENTS:

DATE GOAL COMPLETED: _____

REGIONAL SCHOOL DISTRICT 17
STRATEGIC PLAN ACTION PLAN SUMMARY REPORT

AREA: **Resources**

GOAL STATEMENT: ***I. The district will advocate for the human, physical, technological and financial resources to provide an environment that enables superior student achievement and optimizes taxpayer value.***

STRATEGY: ***D. We will provide differentiated instruction for all students.***

ACTION PLAN

The following steps will be implemented to achieve the strategy associated with the identified goal.

STEPS

TARGET DATE

- 1. Invest in keeping our professional staff up to date with the skills required for a diverse curriculum and a diverse set of instructional methods.**

2008-2009

PERSONNEL RESPONSIBLE:

Under the direction of the Superintendent of Schools, each School Principal will be required to develop comprehensive professional development plans on an annual basis which ensure that all staff possess the skills required to teach or support the teaching of a diverse curriculum using a diverse set of instructional methods. **Status: Completed and ongoing (See Professional Development Plans)**

- 2. Ensure the use of engaging and innovative teaching approaches.**

2008-2009

PERSONNEL RESPONSIBLE:

Under the direction of the Superintendent of Schools, each School Principal will provide evidence on a monthly basis that engaging and innovative teaching practices are being utilized in all classrooms in the district. **Status: Completed and ongoing**

The Superintendent of Schools will maintain a comprehensive professional development model for all staff which is committed to developing and maintaining the use of engaging and innovative teaching practices. **Status: Completed**

The Superintendent of Schools will maintain a comprehensive district support model for all staff (e.g. – peer coaching, classroom “walk-through”, common planning time, mentors, peer observation and assessment, inter-district exchange programs etc.) which is committed to developing and maintaining the use of engaging and innovative teaching practices. **Status: Completed**

3. **Create a program for early identification and intervention where problem behaviors are observed.** **2008-2009**

PERSONNEL RESPONSIBLE:

The Principal of each school shall be responsible for maintaining a pre-referral system which incorporates data collection methods to identify patterns of misconduct in students. **Status: Continued (SRBI)**

The Principal of each school shall be responsible for maintaining a pre-referral system which incorporates proactive strategies used to identify patterns of misconduct in students and manage each student appropriately.

4. **Develop plans to ensure that educational plans that have been developed for students are being implemented.** **2010-2011**

PERSONNEL RESPONSIBLE:

The district administrative team will develop, design and implement the use of educational plans for all students.

AREA: **Resources**

GOAL STATEMENT: *I. Our schools will provide safe and respectful learning environments that encourage a passion for learning while demanding excellence and integrity of both students and staff.*

STRATEGY: *D. We will provide differentiated instruction for all students.*

EVALUATION REPORTS

MID-CYCLE REVIEW DATE: **October 6, 2009**

COMMENTS:

The district initiated a comprehensive professional development plan during the 2008-2009 school year that focused on the differentiation of instruction for all students. This plan has been sustained through a variety of support systems which have continued into a second year. This focus will continue through the 2010-2011 school year at which point it will be embedded as a district practice as opposed to a focal point needing introductory professional development. District administrators have the responsibility to supervise instruction proactively and use “Walk Throughs”, informal observations and formal observations as tools to increase the quality of teaching and learning in the district.

The district is also nearing completion of a standardized SRBI model to use in all schools within the district. This model is being developed and is expected to be completed by the close of the 2009-2010 school year as required by state statute.

FINAL REVIEW DATE:

COMMENTS:

DATE GOAL COMPLETED:

REGIONAL SCHOOL DISTRICT 17
STRATEGIC PLAN ACTION PLAN SUMMARY REPORT

AREA: **Resources**

GOAL STATEMENT: *I. The district will advocate for the human, physical, technological and financial resources to provide an environment that enables superior student achievement and optimizes taxpayer value.*

STRATEGY: *E. Ensure that exemplary educational programs and instructional approaches are developed, utilized and disseminated throughout the district.*

ACTION PLAN

The following steps will be implemented to achieve the strategy associated with the identified goal.

STEPS

TARGET DATE

1. **Offer incentives/rewards for developing and sharing programs that enhance student achievement.**

2010-2011

PERSONNEL RESPONSIBLE:

The Board of Education will work collaboratively with the Superintendent of Schools, school administrators and representatives from each labor association to research, develop and implement a model which offers incentives/rewards to all staff for developing and sharing programs that enhance student achievement levels.

2. **Develop clear metrics for performance that hold educators and administrators accountable for meeting/exceeding the district approved assessment benchmarks.**

2009-2010

PERSONNEL RESPONSIBLE:

The Superintendent of Schools, his/her designees and representatives from each labor association will review and revise all evaluation instruments used in the district to ensure the clear delineation of the accountability standards expected from each employee in the district.

Status: In Process

The Superintendent of Schools will maintain a comprehensive professional development model for all staff which is committed to supporting all staff attaining a level of performance which meets and exceeds the accountability standards associated with their respective roles. **Status: Completed**

The Superintendent of Schools will maintain a comprehensive district support model for all staff (e.g. – peer coaching, classroom “walk-through”, common planning time, mentors, peer observation and assessment, inter-district exchange programs etc.) which is committed to developing and maintaining the use of engaging and innovative teaching practices. **Status: Completed**

3. Recognize and promote the value of curricular programs.

2008-2009

PERSONNEL RESPONSIBLE:

The Superintendent of Schools and other district administrators will work collaboratively with all district personnel to recognize and promote academic performance and achievements of all students in all schools. **Status: Continued and ongoing**

4. Create Region 17 specific assessments that measure student and teacher proficiency in key/critical areas.

2008-2009

PERSONNEL RESPONSIBLE:

The Superintendent of Schools or his/her designee will establish a district committee for the purpose of reviewing assessment practices being used in each school. The committee will revise and recommend a comprehensive district assessment plan which clearly delineates the specific assessments being used at each grade level, Kindergarten through grade 12, the purpose of each assessment instrument, the data which is generated by the results of each assessment and the specific plans on how the data will be used to drive changes to curriculum and instruction. **Status: Completed K-8, Continued 9-12**

The Superintendent of Schools, his/her designees and representatives from Haddam-Killingworth Education Association will review and revise all evaluation instruments used in the district to ensure the clear listing of teacher proficiencies expected in the district. **Status: Continued to 2009-2010**

The Superintendent of Schools, his/her designees, representatives from each labor association and the members of the District Technology Committee will review and revise all evaluation instruments used in the district to ensure the clear delineation of technology proficiencies expected from each employee in the district. **Status: Continued to 2009-2010**

AREA: **Resources**

GOAL STATEMENT: *I. Our schools will provide safe and respectful learning environments that encourage a passion for learning while demanding excellence and integrity of both students and staff.*

STRATEGY: *E. Ensure that exemplary educational programs and instructional approaches are developed, utilized and disseminated throughout the district.*

EVALUATION REPORTS

MID-CYCLE REVIEW DATE: **October 6, 2009**

COMMENTS:

The Board of Education has been successful with introducing performance based compensation with some employee groups and will continue to expand the use of this type of system in the future. This coupled with using a more comprehensive supervision model has led to the identification of competencies associated with all employees in the district. Job descriptions have been revised to reflect the key competencies of specific positions, administrators and teachers have been made aware of the CT Common Core of Learning and the Standards for Leaders as published by the CT State Department of Education. These standards are used as a part of the staff evaluation systems used in the district. The district's Technology Committee is nearing completion of instrumentation to assess technology literacy skills for both students and staff. This instrumentation will be completed and implanted by December 2009.

Future plans call for revising the evaluation instruments used with certified staff.

The district maintains a District Assessment Plan to assess student learning in grades Kindergarten through 8. It is expected that the high school will complete departmental examinations and develop a list of additional assessment tools by the conclusion of the 2009-2010 school year, which will be included in the District's Assessment Plan.

A comprehensive professional development plan and system is maintained for all employee groups in the district. This plan has expanded to providing a Leadership Development program for individuals who aspire to assume educational leadership positions in the future.

FINAL REVIEW DATE:

COMMENTS:

DATE GOAL COMPLETED: _____

REGIONAL SCHOOL DISTRICT 17
STRATEGIC PLAN ACTION PLAN SUMMARY REPORT

AREA: Resources

GOAL STATEMENT: I. The district will advocate for the human, physical, technological and financial resources to provide an environment that enables superior student achievement and optimizes taxpayer value.

STRATEGY: F. We will recognize the non-academic factors that affect teaching and learning and address those factors.

ACTION PLAN

The following steps will be implemented to achieve the strategy associated with the identified goal.

STEPS

TARGET DATE

- 1. Create a program for early identification and intervention where problem behaviors are observed.**

2008-2009

PERSONNEL RESPONSIBLE:

The Principal of each school shall be responsible for maintaining a pre-referral system which incorporates data collection methods to identify patterns of misconduct in students. **Status: Continued (SRBI)**

The Principal of each school shall be responsible for maintaining a pre-referral system which incorporates proactive strategies used to identify patterns of misconduct in students and manage each student appropriately. **Status: Continued (SRBI)**

- 2. Maintain a robust set of extra curricular offerings, both athletic and non-athletic.**

2008-2009

PERSONNEL RESPONSIBLE:

Under the direction of the Superintendent of Schools, the district administrative team and other staff as identified will develop proposals and recommendations for Board of Education consideration to increase the quantity and quality of co-curricular programs (athletic / non-athletic) in all schools in the district. **Status: Completed**

The Superintendent of Schools and his/her designees will recommend and maintain funding to support a robust set of co-curricular offerings (athletic / non-athletic) in all schools. **Status: Completed**

AREA: **Resources**

GOAL STATEMENT: *I. Our schools will provide safe and respectful learning environments that encourage a passion for learning while demanding excellence and integrity of both students and staff*

STRATEGY: *F. We will recognize the non-academic factors that affect teaching and learning and address those factors.*

EVALUATION REPORTS

MID-CYCLE REVIEW DATE: **October 6, 2009**

COMMENTS:

The district is also nearing completion of a standardized SRBI model to use in all schools within the district. This model is being developed and is expected to be completed by the close of the 2009-2010 school year as required by state statute.

FINAL REVIEW DATE:

COMMENTS:

DATE GOAL COMPLETED: _____

REGIONAL SCHOOL DISTRICT 17
STRATEGIC PLAN ACTION PLAN SUMMARY REPORT

AREA: **Resources**

GOAL STATEMENT: *I. The district will advocate for the human, physical, technological and financial resources to provide an environment that enables superior student achievement and optimizes taxpayer value.*

STRATEGY: *G. We will provide school facilities necessary to support diverse academic and co-curricular programs.*

ACTION PLAN

The following steps will be implemented to achieve the strategy associated with the identified goal.

STEPS

TARGET DATE

1. Maintain a long-range facilities plan.

2008-2009

PERSONNEL RESPONSIBLE:

The Board of Education with the assistance of the Superintendent of Schools and Director of Facilities will maintain a long-range facilities plan for the district. **Status: Continued to 2009-2010**

2. Integrate the use of alternative energy sources as appropriate.

2008-2009

PERSONNEL RESPONSIBLE:

The Board of Education will ensure that the feasibility of integrating the use of alternative energies technology into all facility related projects is pursued and implemented as appropriate. **Status: Continued to 2009-2010**

3. Conduct an annual facilities audit.

2008-2009

PERSONNEL RESPONSIBLE:

The Director of Facilities in collaboration with the District Safety Committee and building administrators will conduct an annual safety audit of all school district facilities. **Status: Complete**

The Director of Facilities in collaboration with building administrators will conduct an annual facilities condition and usage audit of all school district facilities. **Status: Complete**

4. **Ensure that all school facilities conform with all applicable local, state and national standards for health and safety.**

2008-2009

PERSONNEL RESPONSIBLE:

The Board of Education with the assistance of the Superintendent of Schools and Director of Facilities will ensure that all school facilities conform with all applicable local, state and national standards for health and safety. **Status: Complete and ongoing**

AREA: **Resources**

GOAL STATEMENT: *I. Our schools will provide safe and respectful learning environments that encourage a passion for learning while demanding excellence and integrity of both students and staff.*

STRATEGY: *F. We will provide school facilities necessary to support diverse academic and co-curricular programs.*

EVALUATION REPORTS

MID-CYCLE REVIEW DATE: **October 6, 2009**

COMMENTS:

The development of a comprehensive, long range facilities plan will be completed by the conclusion of the 2009-2010 school year.

The district continues to pursue opportunities to integrate alternative energies into all of its facilities and is currently accepting quotations related to energy performance contracting and solar technology integration into the HKMS facility.

FINAL REVIEW DATE:

COMMENTS:

DATE GOAL COMPLETED: _____

REGIONAL SCHOOL DISTRICT 17
STRATEGIC PLAN ACTION PLAN SUMMARY REPORT

AREA: Teaching and Learning

GOAL STATEMENT: *I. Our district will create and successfully implement a curriculum that results in students who a) are able to apply their acquired knowledge to achieve post-graduate success (whether in college or in a career), and b) will consistently perform above state and national standards and in the upper quarter of our socioeconomic group. Furthermore, our graduates will be able to apply their acquired knowledge with integrity as responsible and caring members of communities.*

STRATEGY: *A. We will provide schools that combine academic and life skills courses, with as diverse a set of offerings as possible.*

ACTION PLAN

The following steps will be implemented to achieve the strategy associated with the identified goal.

STEPS

TARGET DATE

- 1. Implement specific changes including but not limited to those as delineated in the national and state level secondary school reform initiative.**

2009-2010

PERSONNEL RESPONSIBLE:

Under the direction of the Superintendent of Schools, the district administrative team and other staff as identified will become conversant in the literature and research guiding the secondary school reform movement across the country and in the state of Connecticut.

Under the direction of the Superintendent of Schools, the district administrative team and other staff as identified will develop proposals and recommendations for Board of Education consideration in the following areas:

- a. structure of secondary schools (middle school and high school) **Status: In process**
- b. graduation requirements **Status: In process**
- c. modifications to the program of studies at Haddam-Killingworth High School to support high school reform initiatives **Status: In process**
- d. expansion to personal finance courses **Status: In process**
- e. development of international studies courses **Status: In process**
- f. departmental examinations at the high school level **Status: In process (highest priority for 2009-2010 school year)**
- g. expansion of student internships (including option for internship in local government) **Status: In process**
- h. expansion of articulated agreements with colleges and universities (including use of technology based learning as an option) **Status: Continued**
- i. service learning **Status: In process**

- j. alignment of curricula with skills and attributes associated with the 21st Century Skills model **Status: In process**
- k. technology based learning options **Status: Completed**
- l. expansion to senior demonstration project **Status: In process**
- m. restructuring of the 12th grade experience **Status: In process**
- n. student travel and study outside the continental United States **Status: In process**
- o. foreign exchange model for students and staff **Status: In process**
- p. revisions to the World Languages curricula and instructional model Kindergarten through Grade 12 **Status: In process**
- q. prerequisites to the middle school and high school experience **Status: In process**

2. **Evaluate the potential and efficacy of offering full day kindergarten, looping, multi-age instruction, mentoring, and internships for credit.** **2008-2009**

PERSONNEL RESPONSIBLE:

The Superintendent of Schools or his/her designee will establish district committees for the purpose of researching and making recommendations for consideration of changes to district instructional practices, grade configurations, instructional methodologies and other contemporary educational practices. Each committee will meet at a minimum of four times per school year and report findings and make specific recommendations to the district Curriculum Council. **Status: Continued (See Curriculum Council meeting minutes of 09/08/09)**

3. **Explore offering programs and services at Haddam-Killingworth High School using alternative schedules.** **2009-2010**

PERSONNEL RESPONSIBLE:

The High School administration will research offering programs and services using alternative scheduling options (weekends etc.) **Status: In process**

4. **Research, develop and submit for approval an alternative education program model for use at Haddam-Killingworth High School.** **2008-2009**

PERSONNEL RESPONSIBLE:

The Superintendent of Schools or his/her designee will establish a district committee for the purpose of researching, developing a model for and making recommendations for offering an alternative high school program at Haddam-Killingworth High School. **Status: Completed**

5. **Incorporate the elements of the School to Career program be incorporated into all curricular areas at Haddam-Killingworth High School.** **2010-2011**

PERSONNEL RESPONSIBLE:

The High School administration will ensure that the elements of the School to Career program be incorporated into all curricular areas at Haddam-Killingworth High School.

AREA: Teaching and Learning

GOAL STATEMENT: *I. Our district will create and successfully implement a curriculum that results in students who a) are able to apply their acquired knowledge to achieve post-graduate success (whether in college or in a career), and b) will consistently perform above state and national standards and in the upper quarter of our socioeconomic group. Furthermore, our graduates will be able to apply their acquired knowledge with integrity as responsible and caring members of communities.*

STRATEGY: *A. We will provide schools that combine academic and life skills courses, with as diverse a set of offerings as possible.*

EVALUATION REPORTS

MID-CYCLE REVIEW DATE: **October 6, 2009**

COMMENTS:

The district maintains a proactive structure in the Curriculum Council to appropriate research, design, develop and seek the necessary approval from the Board of Education for all changes to district programming. In the past number of years, the district has initiated changes and program reforms commensurate with the goals in this area of the Strategic Plan. Continued work is needed at HKHS to examine the current program of studies and the manner in which students are assessed in each course. The program of studies needs to be modified at regular intervals to ensure adequate and appropriate course offerings are available. Methods of assessing student learning and the integration of technology resources into instruction continue to be the focus for the duration of this Plan.

FINAL REVIEW DATE:

COMMENTS:

DATE GOAL COMPLETED: _____

REGIONAL SCHOOL DISTRICT 17
STRATEGIC PLAN ACTION PLAN SUMMARY REPORT

AREA: Teaching and Learning

GOAL STATEMENT: *I. Our district will create and successfully implement a curriculum that results in students who a) are able to apply their acquired knowledge to achieve post-graduate success (whether in college or in a career), and b) will consistently perform above state and national standards and in the upper quarter of our socioeconomic group. Furthermore, our graduates will be able to apply their acquired knowledge with integrity as responsible and caring members of communities.*

STRATEGY: *B. We will promote the use of technology, where appropriate, to broaden the educational experience and course offerings available to our students.*

ACTION PLAN

The following steps will be implemented to achieve the strategy associated with the identified goal.

<u>STEPS</u>	<u>TARGET DATE</u>
---------------------	---------------------------

- | | |
|---|------------------|
| 1. Provide distance learning and e-learning courses. | 2008-2009 |
|---|------------------|

PERSONNEL RESPONSIBLE:

The High School Principal, Middle School Principal, district technology staff and the District Technology Committee will research and recommend specific distance learning opportunities and technology based learning experiences for inclusion at the secondary level. **Status: Completed and continued to 2009-2010**

- | | |
|--|------------------|
| 2. Require the incorporation of alternative support methodologies, e.g. e-learning/online learning. | 2008-2009 |
|--|------------------|

PERSONNEL RESPONSIBLE:

The Superintendent of Schools or his/her designee will ensure that at least one technology based learning experience is included in all curricular areas. These experiences will be delineated in all curriculum documents Kindergarten through grade 12. **Status: Completed and continued to 2009-2010**

AREA: Teaching and Learning

GOAL STATEMENT: *I. Our district will create and successfully implement a curriculum that results in students who a) are able to apply their acquired knowledge to achieve post-graduate success (whether in college or in a career), and b) will consistently perform above state and national standards and in the upper quarter of our socioeconomic group. Furthermore, our graduates will be able to apply their acquired knowledge with integrity as responsible and caring members of communities.*

STRATEGY: *B. We will promote the use of technology, where appropriate, to broaden the educational experience and course offerings available to our students.*

EVALUATION REPORTS

MID-CYCLE REVIEW DATE: **October 6, 2009**

COMMENTS:

The district maintains participation in Virtual High School at both the middle school and high school levels. Immediate, future plans call for the development of a course using Blackboard, Moodle or other similar software.

FINAL REVIEW DATE:

COMMENTS:

DATE GOAL COMPLETED: _____

REGIONAL SCHOOL DISTRICT 17
STRATEGIC PLAN ACTION PLAN SUMMARY REPORT

AREA: Teaching and Learning

GOAL STATEMENT: *I. Our district will create and successfully implement a curriculum that results in students who a) are able to apply their acquired knowledge to achieve post-graduate success (whether in college or in a career), and b) will consistently perform above state and national standards and in the upper quarter of our socioeconomic group. Furthermore, our graduates will be able to apply their acquired knowledge with integrity as responsible and caring members of communities.*

STRATEGY: *C. We will prepare our students to succeed in a global environment.*

ACTION PLAN

The following steps will be implemented to achieve the strategy associated with the identified goal.

STEPS

TARGET DATE

- 1. Ensure that global standards are addressed and included in our curriculum (e.g., Global Engineering standards). 2008-2009**

PERSONNEL RESPONSIBLE:

Each curriculum revision team will identify and incorporate specific state, national and international standards in all curricular areas. These standards will be delineated in all curriculum documents Kindergarten through grade 12. **Status: Continued to 2009-2010**

- 2. Incorporate global awareness into curriculum. 2008-2009**

PERSONNEL RESPONSIBLE:

Under the direction of the Superintendent of Schools and his/her designees, each curriculum revision team will incorporate into all curricular areas, Kindergarten through grade 12, specific activities that increase student awareness of globalization and other cultures. **Status: Continued to 2009-2010**

- 3. Establish a “Sister School” project at each school in the district which involves having meaningful interactions with schools outside the continental United States. 2010-2011**

PERSONNEL RESPONSIBLE:

Under the direction of the Superintendent of Schools, each School Principal will establish and maintain a “Sister School” project for a minimum period of one year. **Status: Initiated in 2008-2009 due to State Department of Education invitation**

AREA: **Teaching and Learning**

GOAL STATEMENT: *I. Our district will create and successfully implement a curriculum that results in students who a) are able to apply their acquired knowledge to achieve post-graduate success (whether in college or in a career), and b) will consistently perform above state and national standards and in the upper quarter of our socioeconomic group. Furthermore, our graduates will be able to apply their acquired knowledge with integrity as responsible and caring members of communities.*

STRATEGY: *C. We will prepare our students to succeed in a global environment.*

EVALUATION REPORTS

MID-CYCLE REVIEW DATE: **October 6, 2009**

COMMENTS:

This action Plan will commence in accordance with the approved timeline.

FINAL REVIEW DATE:

COMMENTS:

DATE GOAL COMPLETED: _____

REGIONAL SCHOOL DISTRICT 17
STRATEGIC PLAN ACTION PLAN SUMMARY REPORT

AREA: Teaching and Learning

GOAL STATEMENT: *I. Our district will create and successfully implement a curriculum that results in students who a) are able to apply their acquired knowledge to achieve post-graduate success (whether in college or in a career), and b) will consistently perform above state and national standards and in the upper quarter of our socioeconomic group. Furthermore, our graduates will be able to apply their acquired knowledge with integrity as responsible and caring members of communities.*

STRATEGY: *D. We will provide differentiated instruction for all students.*

ACTION PLAN

The following steps will be implemented to achieve the strategy associated with the identified goal.

STEPS

TARGET DATE

- 1. Invest in keeping our professional staff up to date with the skills required for a diverse curriculum and a diverse set of instructional methods.**

2008-2009

PERSONNEL RESPONSIBLE:

Under the direction of the Superintendent of Schools, each School Principal will be required to develop comprehensive professional development plans on an annual basis which ensure that all staff possess the skills required to teach or support the teaching of a diverse curriculum using a diverse set of instructional methods. **Status: Completed**

- 2. Ensure the use of engaging and innovative teaching approaches.**

2008-2009

PERSONNEL RESPONSIBLE:

Under the direction of the Superintendent of Schools, each School Principal will provide evidence on a monthly basis that engaging and innovative teaching practices are being utilized in all classrooms in the district. **Status: Completed**

The Superintendent of Schools and his/her designees will review and revise all evaluation instruments used in the district to ensure the highest degree of accountability. **Status: Continued to 2009-2010**

The Superintendent of Schools will maintain a comprehensive professional development model for all staff which is committed to developing and maintaining the use of engaging and innovative teaching practices. **Status: Completed**

The Superintendent of Schools will maintain a comprehensive district support model for all staff (e.g. – peer coaching, classroom “walk-through”, common planning time, mentors, peer observation and assessment, inter-district exchange programs etc.) which is committed to developing and maintaining the use of engaging and innovative teaching practices. **Status: Completed**

- 3. Create a program for early identification and intervention where problem behaviors are observed. 2008-2009**

PERSONNEL RESPONSIBLE:

The Principal of each school shall be responsible for maintaining a pre-referral system which incorporates data collection methods to identify patterns of misconduct in students. **Status: Continued (SRBI)**

The Principal of each school shall be responsible for maintaining a pre-referral system which incorporates proactive strategies used to identify patterns of misconduct in students and manage each student appropriately. **Status: Continued (SRBI)**

- 4. Develop plans to ensure that educational plans that have been developed for students are being implemented. 2008-2009**

PERSONNEL RESPONSIBLE:

The district administrative team will develop, design and implement the use of educational plans for all students. **Status: Continued (SRBI)**

AREA: Teaching and Learning

GOAL STATEMENT: *I. Our district will create and successfully implement a curriculum that results in students who a) are able to apply their acquired knowledge to achieve post-graduate success (whether in college or in a career), and b) will consistently perform above state and national standards and in the upper quarter of our socioeconomic group. Furthermore, our graduates will be able to apply their acquired knowledge with integrity as responsible and caring members of communities.*

STRATEGY: *D. We will provide differentiated instruction for all students.*

EVALUATION REPORTS

MID-CYCLE REVIEW DATE: **October 6, 2009**

COMMENTS:

The district initiated a comprehensive professional development plan during the 2008-2009 school year that focused on the differentiation of instruction for all students. This plan has been supported through a variety of supports which have continued into a second year. This focus will continue through the 2010-2011 school year at which point it will be embedded as a district practice as opposed to a focal point needing introductory professional development. District administrators have the responsibility to supervise instruction proactively and use “Walk Throughs”, informal observations and formal observations as tools to increase the quality of teaching and learning in the district.

The district is also nearing completion of a standardized SRBI model to use in all schools within the district. This model is being developed and is expected to be completed by the close of the 2009-2010 school year as required by state statute.

FINAL REVIEW DATE:

COMMENTS:

DATE GOAL COMPLETED:

REGIONAL SCHOOL DISTRICT 17
STRATEGIC PLAN ACTION PLAN SUMMARY REPORT

AREA: Teaching and Learning

GOAL STATEMENT: *I. Our district will create and successfully implement a curriculum that results in students who a) are able to apply their acquired knowledge to achieve post-graduate success (whether in college or in a career), and b) will consistently perform above state and national standards and in the upper quarter of our socioeconomic group. Furthermore, our graduates will be able to apply their acquired knowledge with integrity as responsible and caring members of communities.*

STRATEGY: *E. Ensure that exemplary educational programs and instructional approaches are developed, utilized and disseminated throughout the district.*

ACTION PLAN

The following steps will be implemented to achieve the strategy associated with the identified goal.

STEPS

TARGET DATE

- 1. Offer incentives/rewards for developing and sharing programs that enhance student achievement.**

2008-2009

PERSONNEL RESPONSIBLE:

The Board of Education will work collaboratively with the Superintendent of Schools, school administrators and representatives from each labor association to research, develop and implement a model which offers incentives/rewards to all staff for developing and sharing programs that enhance student achievement levels. **Status: Continued to 2009-2010 for certified staff other than administrators**

- 2. Develop clear metrics for performance that hold educators and administrators accountable for meeting/exceeding our district assessment levels.**

2008-2009

PERSONNEL RESPONSIBLE:

The Superintendent of Schools, his/her designees and representatives from each labor association will review and revise all evaluation instruments used in the district to ensure the clear delineation of the accountability standards expected from each employee in the district.

Status: Continued to 2009-2010

The Superintendent of Schools will maintain a comprehensive professional development model for all staff which is committed to supporting all staff attaining a level of performance which meets and exceeds the accountability standards associated with their respective roles. **Status: Completed**

The Superintendent of Schools will maintain a comprehensive district support model for all staff (e.g. – peer coaching, classroom “walk-through”, common planning time, mentors, peer observation and assessment, inter-district exchange programs etc.) which is committed to developing and maintaining the use of engaging and innovative teaching practices. **Status: Completed**

3. Recognize and promote the value of curricular programs.

2008-2009

PERSONNEL RESPONSIBLE:

The Superintendent of Schools and other district administrators will work collaboratively with all district personnel to recognize and promote academic performance and achievements of all students in all schools. **Status: Completed**

4. Create Region 17 specific assessments that measure student and teacher proficiency in key/critical areas.

2009-2010

PERSONNEL RESPONSIBLE:

The Superintendent of Schools or his/her designee will establish a district committee for the purpose of reviewing assessment practices being used in each school. The committee will revise and recommend a comprehensive district assessment plan which clearly delineates the specific assessments being used at each grade level, Kindergarten through grade 12, the purpose of each assessment instrument, the data which is generated by the results of each assessment and the specific plans on how the data will be used to drive changes to curriculum and instruction. **Status: In process**

The Superintendent of Schools, his/her designees and representatives from Haddam-Killingworth Education Association will review and revise all evaluation instruments used in the district to ensure the clear listing of teacher proficiencies expected in the district. **Status: In process**

The Superintendent of Schools, his/her designees, representatives from each labor association and the members of the District Technology Committee will review and revise all evaluation instruments used in the district to ensure the clear delineation of technology proficiencies expected from each employee in the district. **Status: In process**

5. Establish a Speaker’s Forum and a listing of community resource volunteers to be used in all schools.

2009-2010

PERSONNEL RESPONSIBLE:

The Board of Education will work collaboratively with the Superintendent of Schools, school administrators and representatives from each school to research, develop and maintain a listing of local, state and national levels speakers and individuals in the communities of Haddam and Killingworth who may serve as volunteer, guest presenters to support instruction at each school in the district. **Status: In process**

6. Explore flexible working hours for school counselors.

2008-2009

PERSONNEL RESPONSIBLE:

The Board of Education, Superintendent of Schools, High School administration, Middle School administration and representatives from Haddam-Killingworth Education Association will explore implementing flexible working schedules for school counselors. **Status:**

Continued to 2009-2010

AREA: Teaching and Learning

GOAL STATEMENT: *I. Our district will create and successfully implement a curriculum that results in students who a) are able to apply their acquired knowledge to achieve post-graduate success (whether in college or in a career), and b) will consistently perform above state and national standards and in the upper quarter of our socioeconomic group. Furthermore, our graduates will be able to apply their acquired knowledge with integrity as responsible and caring members of communities.*

STRATEGY: *E. Ensure that exemplary educational programs and instructional approaches are developed, utilized and disseminated throughout the district.*

EVALUATION REPORTS

MID-CYCLE REVIEW DATE: **October 6, 2009**

COMMENTS:

The Board of Education has been successful with introducing performance based compensation with some employee groups and will continue to expand the use of this type of system in the future. This coupled with using a more comprehensive supervision model has led to the identification of competencies associated with all employees in the district. Job descriptions have been revised to reflect the key competencies of specific positions, administrators and teachers have been made aware of the CT Common Core of Learning and the Standards for Leaders as published by the CT State Department of Education. These standards are used as a part of the staff evaluation systems used in the district. The district's Technology Committee is nearing completion of instrumentation to assess technology literacy skills for both students and staff. This instrumentation will be completed and implanted by December 2009.

Future plans call for revising the evaluation instruments used with certified staff.

The district maintains a District Assessment Plan to assess student learning in grades Kindergarten through 8. It is expected that the high school will complete departmental examinations and develop a list of additional assessment tools by the conclusion of the 2009-2010 school year, which will be included in the District's Assessment Plan.

A comprehensive professional development plan and system is maintained for all employee groups in the district. This plan has expanded to providing a Leadership Development program for individuals who aspire to assume educational leadership positions in the future.

FINAL REVIEW DATE:

COMMENTS:

DATE GOAL COMPLETED: _____

REGIONAL SCHOOL DISTRICT 17
STRATEGIC PLAN ACTION PLAN SUMMARY REPORT

AREA: Teaching and Learning

GOAL STATEMENT: *I. Our district will create and successfully implement a curriculum that results in students who a) are able to apply their acquired knowledge to achieve post-graduate success (whether in college or in a career), and b) will consistently perform above state and national standards and in the upper quarter of our socioeconomic group. Furthermore, our graduates will be able to apply their acquired knowledge with integrity as responsible and caring members of communities.*

STRATEGY: *F. We will recognize the non-academic factors that affect teaching and learning and address those factors.*

ACTION PLAN

The following steps will be implemented to achieve the strategy associated with the identified goal.

STEPS

TARGET DATE

- 1. Create a program for early identification and intervention where problem behaviors are observed.**

2008-2009

PERSONNEL RESPONSIBLE:

The Principal of each school shall be responsible for maintaining a pre-referral system which incorporates data collection methods to identify patterns of misconduct in students. **Status: Partially Complete / Continued to 2009-2010 (SRBI)**

The Principal of each school shall be responsible for maintaining a pre-referral system which incorporates proactive strategies used to identify patterns of misconduct in students and manage each student appropriately. **Status: Complete / Continued to 2009-2010 (SRBI)**

- 2. Maintain a robust set of extra curricular offerings, both athletic and non-athletic.**

2008-2009

PERSONNEL RESPONSIBLE:

Under the direction of the Superintendent of Schools, the district administrative team and other staff as identified will develop proposals and recommendations for Board of Education consideration to increase the quantity and quality of co-curricular programs (athletic / non-athletic) in all schools in the district. **Status: Complete**

The Superintendent of Schools and his/her designees will recommend and maintain funding to support a robust set of co-curricular offerings (athletic / non-athletic) in all schools. **Status: Complete**

3. **Explore the benefits of offering a comprehensive intramural program at Haddam-Killingworth Middle School.** **2008-2009**

PERSONNEL RESPONSIBLE:

Under the direction of the Superintendent of Schools, the Middle School administration will develop for consideration by the Board of Education a comprehensive intramural program as follows; Spring program 2008-2009, Fall program 2009-2010, Winter program 2010-2011.

4. **Explore costs and benefits of a comprehensive school counseling model.** **2008-2009**

PERSONNEL RESPONSIBLE:

The Director of Pupil Services will design, seek the required approvals, and implement a comprehensive school counseling model in all schools. **Status: Continued to December 2009**

5. **Ensure that all staff is trained in mental health related issues.** **2008-2009**

PERSONNEL RESPONSIBLE:

The Director of Pupil Services will work cooperatively with all School Principals to ensure that all staff is trained in mental health and related issues prevalent in our schools. **Status: Complete on ongoing**

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STRATEGY: *F. We will recognize the non-academic factors that affect teaching and learning and address those factors.*

EVALUATION REPORTS

MID-CYCLE REVIEW DATE: **October 6, 2009**

COMMENTS:

The district is also nearing completion of a standardized SRBI model to use in all schools within the district. This model is being developed and is expected to be completed by the close of the 2009-2010 school year as required by state statute.

FINAL REVIEW DATE:

COMMENTS:

DATE GOAL COMPLETED: _____