



2013-2016 STRATEGIC PLAN

Version 2.0 April 6, 2015

Approved by the Coventry School Committee September 10, 2013

Katherine Patenaude, District 2

Judi Liner, District 5

Ann Dickson, EdD, District 1

Frank Hyde, District 3

David Florio, District 4

Superintendent of Schools, Michael Almeida, EdD

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REVISION HISTORY

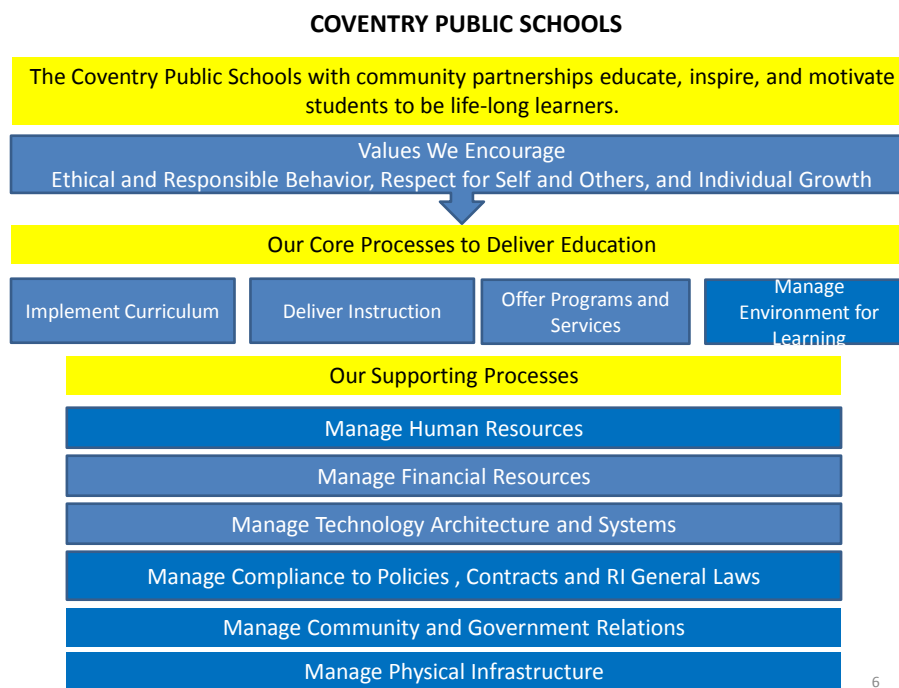
Date	Version	Comments
September 10, 2013	1.0	Approved by Coventry School Committee
September 19, 2013	1.1	Minor change to punctuation in mission statement, added revision history section.
October 11, 2013	1.2	Change to timeline for Compliance objectives
November 18, 2013	1.3	Added metrics; revised some objectives
February 3, 2014	1.4	Modified Review Committee membership; changed PK to K in the first goal and action step under Curriculum; added science objectives and goals.
November 17, 2014	1.5	Minor revisions to goal 1C1.1, 1C2.1, goal D1.1(activity 4 and 7)
April 6, 2015	2.0	Updated Goals PS1.4 and PS1.3, 1.4, 1.7

INTRODUCTION

This is the 2013-2016 Strategic Plan for the Coventry Public Schools. A team of administrators, teachers, school committee members, and parents participated in workshops from June-August 2013 to develop the plan. The names of the participants are in Appendix B.

The plan's objectives were developed by identifying the core and enabling processes that are required to deliver education to our student population and by identifying the state and federal mandates that must be met. Based on their work, the teams revised the mission statement for the Coventry Public Schools.

The graphic below presents the core processes that interact directly with the students and the supporting processes that enable the delivery of education.



The strategic plan will be expanded by the District Strategic Planning Team to include the following:

- The identification of all activities associated with each strategic objective and goal.
- The development and implementation of a project plan with all tasks, owners, dependencies, timetables, and milestones identified.
- The development of a communication plan to ensure community and government awareness of the plan and its objectives - always focused on the student.

A separate document *School Improvement Teams and 2013-2014 Strategic Planning Teams: Organization, Roles, Responsibilities, and Memberships* is available.

IMPLEMENT CURRICULUM

****Strategic Objective IC1: Implement a guaranteed, viable curriculum for all students.**

Goal IC1.1: Implement K-12 CCSS in Reading, Writing, and Mathematics.

- Activity 1: Develop units of study, assessments and lesson plans to ensure full vertical alignment K-5, 6-8, and 9-12 (including common language, strategies and assessments) in all core subject areas. Year 1-3
- Activity 2: Develop and implement a curriculum in civics in grades 6-12. Year 3
- Activity 3: Leverage technology for learning based on the Common Core Standards. Year 1-3
- Activity 4: Evaluate curriculum by utilizing state-mandated and local assessments. Year 2 & 3
- Activity 5: Implement a professional development program to ensure teachers' fidelity to curricula objectives and frameworks. Year 1-3
 - 5A: Train (educate) K-12 teachers to implement units, lessons, resources, and assessments aligned to the scope / sequence. Year 1-3
 - 5B: Conduct cross grade / building meetings to ensure vertical alignment Year 1-3
 - 5C: Train (educate) K-12 teachers in non-core content areas on how to implement Common Core standards and best practices. Year 2 & 3

Metrics:

Curriculum maps outlining the scope, sequence, resources (to include technology) and assessments will be presented to the School Committee for approval as follows:

- K-8 Common Core Mathematics – June 30, 2014
- K-12 Common Core Reading & Writing – August 30, 2015
- 9-12 Common Core Mathematics – June 30, 2015
- Civics – June 30, 2016
- Staff Feedback Survey(s)

Student performance on state assessments will increase by 3% annually once new baselines have been established (Note: Change from NECAP to PARCC in 2015)

Mathematics:

- Elementary –
- Middle –
- High –

Reading:

- Elementary –
- Middle –
- High –

Goal IC1.2: Implement K-12 Next Generation Science Standards

- Activity 1: Create a task force to analyze latest NGSS research and study NGSS in depth. Year 1
- Activity 2: Align current science topics K-12 to NGSS. Year 1-2
- Activity 3: Develop and implement science curriculum K-12. Year 3-4
- Activity 4: Review/revise current resources /materials that support curriculum. Year3-4
- Activity 5: Leverage technology for learning based on NGSS. Year 1-4
- Activity 6: Develop units of study, assessments and lesson plans K-12. Year 4
- Activity 7: Implement a professional development program to ensure teachers' fidelity to curricula objectives and frameworks. Year 3-4

- 7A: Train (educate) K-12 teachers to implement units, lessons, resources, and assessments aligned to the scope / sequence. Year 3-4
- 7B: Conduct cross grade / building meetings to ensure vertical alignment Year 4
- 7C: Train (educate) K-12 teachers on how to integrate math, ELA and science practices. Year 3-4

Metrics:

Curriculum maps outlining the scope, sequence, resources (to include technology) and assessments will be presented to the School Committee for approval as follows:

- K-12 – June 30, 2016/2017
- Teacher Feedback collected through the task force

Student performance on state science assessments will increase by 3% annually

****Strategic Objective IC2: Implement a comprehensive balanced assessment system for PK-12 students to implement targeted interventions/instruction.**

Goal IC2.1: Implement formative and summative common assessments, including technology based assessments, to evaluate student performance.

- Activity 1: Review student achievement/performance measures to determine appropriateness Year 1-3
- Activity 2: Assess current assessment programs PreK-12 Year 1
- Activity 3: Identify gaps in what needs to be measured and what we are able to measure with current programs Year 2
- Activity 4: Research research-based assessment programs Year 1
- Activity 5: Develop a comprehensive PreK-12 assessment third-party program using assessment packages that provide required data such as STAR Reading, STAR Math, Achieve 3000, etc. Year 1-3
- Activity 6: Develop in-house common assessments within content/grade as appropriate Year 1-3
- Activity 7: Implement professional develop program to support a comprehensive, balanced assessment program Year 1-3
- Activity 8: Utilize student assessment data for gap analysis to target interventions/instruction. Year 1-3

Metrics:

A comprehensive balanced assessment program will be developed and presented to the School Committee as follows:

- Mathematics K-8 – June 30, 2014
- Mathematics 9-12 – June 30, 2015
- Reading – K-12 – June 30, 2015
- ELA – K-12 - June 30, 2015
- Science – K-8 – June 30, 2017
- Science – 9-12 – June 30, 2017
- Social Studies K-12 – June 30, 2016

Student performance on state assessments (NECAP / PARRC) will increase by 3% annually in both mathematics and reading.

Student performance in mathematics on local assessments will increase by 3% annually as determined by STAR Mathematics.

Student performance in reading on local assessments will increase by 3% annually as determined by STAR Reading.

Student performance in science on state assessment (NECAP) will increase by 3% annually in grades 4, 8 and 11.

DELIVER INSTRUCTION

****Strategic Objective DI1: Improve instructional strategies to accelerate student performance.**

****Goal DI1.1: Implement research-based best instructional practices to accelerate student performance.**

- Activity 1: Utilize the teacher evaluation program to provide constructive feedback to individual teachers regarding instructional practice competencies Year 1-3
- Activity 2: Utilize EPSS to assess district instructional practice competencies Year 1-3
- Activity 3: Analyze student assessment data (i.e. NECAP, PARCC, STAR, etc.) to identify Core Instruction (Tier 1) deficiencies and gaps Year 1-2
- Activity 4: Develop and review district curriculum aligned to Common Core, State and National Standards to determine best instructional practices are used to deliver curriculum Year 1-3
- Activity 5: Develop school/district professional development goals accordingly (i.e. higher level questioning/thinking, Grouping Strategies, and reading, writing & mathematics strategies, etc.) Year 1-3
- Activity 6: Implement professional development to support school/district professional development goal(s) Year 1-3
- Activity 7: Deliver professional development K-12 that addresses instructional shifts connected to NGSS science and engineering practices. Year 3-4

Metrics:

Percent of students performing (achieving) at benchmark in spring 2015 will increase by 3% annually in mathematics and reading as determined by STAR Mathematics and STAR Reading.

A district analysis (EPSS) of teacher instructional competencies in Domain 2 will be presented to the School Committee in July/August annually for the following school year.

District Professional Development Plan will be presented to the Superintendent in July/August annually for the following school year.

A Professional Development Calendar will be organized and presented each year in August.

Teacher surveys will be collected four times per year to assess the quality and relevance of the professional development offerings by the district and at the school level.

****Goal DI1.2: Implement a comprehensive, strategic plan to effectively integrate technology software, applications and resources into teaching and learning.**

(See Appendix A: Technology Rich Classroom)

- Activity 1: Research research-based blended learning instructional strategies Year 1

- Activity 2: Research technology software programs and applications that support student achievement goals (i.e. virtual learning) Year 1
- Activity 3: Assess technology personnel and establish appropriate staffing to support technology integration Year 1
- Activity 4: Identify “early adopters” and create ModelTech Classrooms Year 2
- Activity 5: Utilize ModelTech Classrooms as a model with ModelTech teachers opening classrooms to others and providing instructional technology workshops Year 2-3
- Activity 6: Implement a professional development program to support blended learning Year 2-3
- Activity 7: Create an online Professional Learning Community (PLC) for sharing resources and ideas

Metrics:

Percent of teachers infusing blended learning instructional strategies into instruction will increase from X to Y.

All teachers will participate in professional development focused on blended learning instructional strategies.

Teacher use of Discovery Education will increase from X to Y.

Goal DI1.3: Develop a preK-12 technology curriculum in the use of software, hardware devices, and online tools based on ISTE competencies.

- Activity 1: Review ISTE standards to determine the focus of training efforts for pk-2, 3-5, 6-8 and 9-12
- Activity 2: Create common grade level activities and assessments reflecting areas of focus

Metrics:

TBD – This is a year 2 or 3 goal.

OFFER PROGRAMS AND SERVICES

Strategic Objective PS1: Offer programs that enrich and support student growth to prepare students for post-secondary education and the workplace.

****Goal PS1.1: Develop and implement a comprehensive, balanced assessment program to identify student achievement/performance levels. REMOVED, SAME AS IC2.1**

Goal PS1.2: Using assessment data, implement comprehensive RtI program.

- Activity 1: Assess current academic intervention programs Year 1
- Activity 2: Identify gaps in intervention programs Year 1
- Activity 3: Research research-based intervention programs Year 1 & 2
- Activity 4: Implementing a targeted Prek-12 intervention program using third- party assessment programs and in-house developed programs. Examples below:
 - Employ STAR Math
 - Employ STAR Reading
 - Employ Achieve 3000
 - Employ Read 180

- Employ System 44
- HOPS (Homework, Organization and Planning Skills)
- Implement Math, Reading and Writing Academies at elementary level
- Restructure Math Intervention Programs at elementary level
- Implement Math Intervention Programs at middle & high school level Year 1-3
- Activity 5: Utilize math and reading specialist to implement targeted interventions to students Year 1
- Activity 6: Implement professional develop program to support Response to Intervention Program Year 1-3

Metrics:

Percent of students not performing (achieving) at grade level will decrease by 3% in mathematics and reading as determined by STAR Mathematics and STAR Reading.

Goal PS1.3: Using assessment data, implement enrichment, advanced, or remedial opportunities for students.

- Activity 1: Assess current enrichment/advanced programs and opportunities Year 1 - completed
- Activity 2: Research research-based enrichment programs and opportunities Year 1 – move to next school year (2015-2016) (updated April 6, 2015)
- Activity 3: Implement a 6-12 enrichment program that may include:
 - Virtual learning (high school) Year 2 – no funding. Egenuity licenses purchases to provide credit recovery option for high school students (updated April 6, 2015)
 - Advanced placement opportunity-AP computer technology being offered at the Career and Tech-not sure if it is approved by College Board at this time. (Updated April 6, 2015)
 - RtI Enrichment (middle school) Year 2 – none at this time (Updated April 6, 2015)
- Activity 4: Implement professional develop program to support the enrichment Opportunities Year 2 – move to 2015-2016 (updated April 6, 2015)

Metrics:

A proposal for implementing additional enrichment/advanced programs in grades 6-12 will be submitted to the Superintendent by July 20, 2016 – zero based budget 2015 (updated April 6, 2015)

Student enrollment/participation in enrichment/advanced programs will increase by 10%. (data removed April 6, 2015)

Number of students accessing the Virtual Learning Program at Coventry High School will double from 17 to 34 by September 2015. CHS Virtual Learning Program proposal not included in current budget (updated April 6, 2015)

Goal PS1.4: Validate the current Career & Technical Program to ensure it meets the needs of the marketplace.

- Activity 1-3 below: Update: April 6, 2015: Recommendations relevant, comprehensive and competitive education; steadily updated to align with current industry standards and offer students strong opportunities toward workforce employment and pathways toward higher education (based on consultant’s report dated June 2014)
- Activity 1: Review Career and Tech Assessment to identify program needs and opportunities Year 1

- This is done through end of year NOCTI testing in each area of study. NOCTI testing is the National Occupancy Certification Testing recognized in each sector of industry nationwide and is used as a benchmark to show proficiency in key skills within each sector.
- Last year's testing will be used as the baseline and this year's end of year tests will be used to identify curriculum needs and gap areas as well as other areas.
- An independent evaluator evaluates each program annually as a requirement of the Perkins grant. A copy of last year's evaluation is available for review.
- An independent consultant was contracted in April of 2013 to conduct a study of the Career and Technical Education as it relates to Coventry's needs. A copy of this report is available for review.
- Activity 2: Identify gaps between the expected outcomes of the current programs and current marketplace goals Year 1
 - The CTE director has been working with the members of the Business Coalition, other CTE directors and RIDE staff to identify gap areas and to bring businesses in to partner with CTE centers, offer internship opportunities, curriculum assistance, and certification programs for students with the intention of increasing and improving student outcomes.
 - New legislation has facilitated the collaboration of key stakeholders to identify the key components within programs of studies such as including soft skills, increased certification offerings, apprenticeship and school to career opportunities.
- Activity 3: Revise and/or develop a career and technical program that will be accredited by RIDE Year 2
 - Will be using 2015-2016 school year as a planning year (through Perkins funds) to explore and identify new pathways/programs in unidentified areas of the 16 national career clusters. Exploring the following areas and possible offerings in the 2016-2017 school year.
 - Physical Fitness/Trainer Certification as an expansion of health careers which is on the identified areas of the Governor's Workforce Board
 - Welding/Advanced Manufacturing as an identified area of the Governor's Workforce Board and to partner with Electric Boat
 - Criminal Justice/Forensics which has been identified as an upcoming area
 - Computer Information Technology and Game Design is in its 2nd year of a 2 year pilot program. This program is intended to be reviewed by RIDE in September and has grown from 12 students in its first year to 61 requests for next year. This program of study meets the IT demands identified by the Governor's Workforce Board, offers multiple certifications and AP credit.

Metrics:

All Career & Technical Programs at Coventry High School will be accredited by RIDE by June 30, 2015.

Goal PS1.5: Expand the virtual learning opportunities for students. REMOVED COMBINED WITH PS1.3

Goal PS1.6: Using assessment data, implement school-wide research-based behavioral programs for Tier 1 and 2 at the elementary and middle school. – School Level, not district level goal.

- Activity 1: Assess current behavior programs Year 1
- Activity 2: Identify gaps in behavior programs Year 1
- Activity 3: Research research-based behavior programs Year 1
- Activity 4: Implement researched based Tier 1 and 2 research-based behaviors
- Programs Year 2

- Activity 5: Implement professional develop program to support behavior
- Program Year 2

Suggested Metrics:

A proposal/plan for implementing Tier 1 and Tier 2 research-based behavior interventions /program(s) will be submitted to the Superintendent by June 30, 2014.

Behavior data – baseline

What are the targets for June 30, 2015?

Goal PS1.7: Using assessment data, implement school-wide research-based behavioral programs for Tier 3 at the high school.

- Activity 1: Assess current behavior programs Year 2
- Activity 2: Identify gaps in behavior programs Year 2
- Activity 3: Research research-based behavior programs Year 2
- Activity 4: Implement researched based Tier 3 research-based behavior programs Year 3
- Activity 5: Implement professional develop program to support behavior program Year 3
- Updated April 6, 2015. Goals not addressed as written but through initiatives and services provided through special education.
 - Introduced clinical psych consult at secondary level and clinical neuro psych at elementary level as consult to staff and programs.
 - Review and revision of the elementary therapeutic programs is underway with a plan to move both programs into the same building this fall. There will be a common entry/exit criteria as well as program incentives and level system.
 - Training of principal and behavior specialists at the beginning of the year on significant social emotional and behavioral concerns.
 - Behavior specialists meet monthly with the clinical psychologist for professional development bring case studies to review and discuss; also topics of interest and need.
 - Full time social worked at both the middle school and high school
 - Purchase of appropriate and sufficient assessments at building level to evaluate students' social and emotional needs – BASX, Connors, WISC, etc.
 - Tech support with IPADS; laptops for support staff
 - Piloting psychologist at Western and social worker at Blackrock full time except for team to allow for more consistency.
 - Partnerships with outside agencies to provide expertise and support to students with significant social, emotional and behavioral needs. Agencies such as West Bay Collaborative, Perspectives, and Momentum have been working collaboratively with the district to support students.

Metrics:

A proposal/plan for implementing Tier 3 research-based behavior interventions /program(s) will be submitted to the Superintendent by June 30, 2015.

Goal PS1.8: Employ Cycle of Inquiry to monitor and assess the impact of academic and behavioral programs on student achievement. School level, not district level.

- Activity 1: Utilize computerized software to monitor and assess intervention Programs Year 2-3

- Activity 2: Provide professional development on computerized software Year 2-3
- Activity 3: Maximize the use of technology to collect formative assessment data to monitor student learning Year 2 and 3

Metrics:

TBD by School

Goal PS1.9: Explore possibilities of expanding early learning programs.

- Activity 1: Assess enrollment trends and forecast Year 1
- Activity 2: Identify opportunities and barriers to implementing all-day kindergarten Year 1
- Activity 3: Identify internal means to financially support all-day kindergarten Year 1
- Activity 4: Seek Town Council support to financially support all-day kindergarten Year 1
- Activity 5: Develop a plan accordingly Year 1

Metrics:

A proposal to transition to All-Day Kindergarten will be presented to the School Committee by June 30, 2014.

Goal PS1.10: Improve the advisory programs at the middle and high school. School level, not district level.

- Activity 1: Identify the needs for an advisory program Year 2
- Activity 2: Assess current program using SWOT analysis Year 2
- Activity 3: Revise Advisory Block and/or Program goals and organizational structure as appropriate Year 3

Metrics:

TBD by School

MANAGE THE ENVIRONMENT FOR LEARNING

Strategic Objective EL1: Create and maintain a safe and secure educational environment.

Goal EL1.1: Implement District (School) Safety & Security Procedures.

- Activity 1: Employ fire, lockdown and evacuation drills. Year 1
- Activity 2: Continue to train staff on policy and procedures
 - Front office clerks Year 1
 - All staff – Active Shooter Training Year 1-3

Metrics:

School Safety & Security Plans will be approved by the Superintendent and presented to the School Committee annually by November 1st.

Administration, faculty and staff will be trained on safety and security procedures annually in August/September.

Goal EL1.2: Align student handbooks to state law and district policy.

- Activity 1: Review and revise elementary, middle and high school handbooks. Year 1

Metrics:

Elementary, middle and high school handbooks aligned to state law and district policy will be presented to the School Committee by June 30, 2014.

Goal EL1.3: Educate all students, faculty, staff and parents on bullying/harassment.

- Activity 1: Implement an educational program for faculty & staff Year 1
- Activity 2: Implement an educational program for students Year 1-3
- Activity 3: Implement an educational program for parents Year 1-3

Metrics:

Bullying/harassment incidents will decrease as follows:

- Elementary – From X to Y by June 30, 2015
- Middle – From X to Y by June 30, 2015
- High – From X to Y by June 30, 2015

Strategic Objective EL2: Create supportive educational environments.

Goal EL2.1: Assess enrollment capacity at elementary schools.

- Activity 1: Create a Task Force to explore options to address enrollment capacity issues. Year 1
- Activity 2: Implement a plan to address capacity issue. Year 1

Metrics:

A proposal/plan will be presented to the School Committee for approval by June 30, 2014.

Goal EL2.2: Create a healthy school culture/climate.

- Activity 1: Assess school culture/climate and discipline data. Year 1
- Activity 2: Develop standing Healthy School Culture Committee. Year 1
- Activity 3: Implement positive culture experiences to recognize students and foster spirit. Year 1-3

Suggested Metrics:

Each school will develop a Healthy School Culture Committee (or the like) by January 30, 2014.

An assessment on school culture/climate will be conducted at each school by March 15, 2014.

A plan to recognize students and foster school spirit will be presented to the School Principal by June 30, 2014.

An assessment of school culture/climate will be conducted at each school by December 15, 2014.

Students will express a greater positive attitude and school spirit by June 30, 2015.

MANAGE HUMAN RESOURCES

Strategic Objective HR1: Implement a professional development program for administrators, teachers and staff based upon the district 2013 – 2016 Strategic Plan.

Goal HR.1: Develop a professional development program to support teacher practice.

- Activity 1: Collectively assess teacher performance via EPSS Year 1-3
- Activity 2: Review Sargent Report specific to professional development recommendations Year 1
- Activity 3: Assess Common Core expectations and professional development needs to support standards/curriculum Implementation Year 1
- Activity 4: Assess Next Generation Science Standards and professional development needs to support standards/curriculum implementation Year 1
- Activity 5: Review RIDE Strategic Plan & Race to the Top to identify professional development requirements/needs (i.e. Student Growth Model & Student Learning Objectives) Year 1

Metrics:

A professional development program will be created and presented to the Superintendent by August 1st of each year.

The professional development program aligned to the District Strategic Plan will be implemented, assessed and shared with the School Committee periodically throughout the school year.

Goal HR1.2: Implement a Teacher Mentor Program .

- Activity 1: Identify program coordinator Year 1
- Activity 2: Build a program for first, second and third year teachers Year 1
- Activity 3: Partner with RIDE on Induction Coach Year 1
- Activity 4: Build a program for teachers on District Evaluation Improvement Plans Year 1
- Activity 5: Establish a comprehensive Teacher Mentor Program
 - Year 1: Internal & RIDE Induction Coach
 - Year 2: Internal with Coventry Induction Coach

Metrics:

A Comprehensive Teacher Mentor Program will be presented to the School Committee by January 30, 2014.

The New Teacher Center Induction Survey will be used to assess the Impact on Teacher Practice & Student Learning. The following survey components will be primary assessment measures:

- Reflect on professional and district goals that we have developed
- Assists me in developing a repertoire of teaching strategies
- Provides me with strategies to help me to use student assessment

Goal HR1.3: Implement technology platforms- and systems -specific training to support the district's strategic plan.

- Activity 1: Identify all technology platforms/systems Year 1
- Activity 2: Assess district staff competency level Year 2
- Activity 3: Develop professional development/training program based on needs assessment Year 2

Metrics:

Staff competency level (self-assessment) on technology platforms ASPEN) will increase from X to Y by June 30, 2015.

Goal HR1.4: Empower district personnel to develop a program which includes district sponsored and non-district sponsored training for professional growth.

- Activity 1: Provide timely and constructive feedback based upon district approved evaluation system Year 1-3
- Activity 2: Based upon evaluation results offer additional opportunity for training Year 1-3
- Activity 3: Implement a program to develop and enhance teachers and administrators skills for leadership roles within the district Year 2

Metrics:

Develop a professional development program and support system specifically aligned to educator evaluation program results.

Percent of teachers rated “Highly Effective” on engaging students in higher order thinking will increase from 26% to 50% as measured by the Teacher Evaluation Program (EPSS) by June 30, 2015.

Percent of administrator rated “Highly Effective” on domain/indicator1A. Mission, Vision and Goals for Teaching and Learning will increase from 41.7% to 60% by June, 30 2015.

****Strategic Objective HR2: Assign personnel to support the District Strategic Plan.****Goal HR2.1: To provide personnel to support curriculum, instruction and program needs to improve student performance .**

- Activity 1: Assess current staffing on an annual basis Year 1-3
- Activity 2: Reassign based on student/program needs and fiscal constraints and opportunities Year 1-3

Metrics:

Staffing proposals for any required new positions will be presented to the School Committee during the annual budget process basis. [Positions outside the budget process will require identification of a funding source (i.e. grants)].

MANAGE FINANCIAL RESOURCES

****Strategic Objective FR1: Improve the efficiency and effectiveness of the Coventry Public Schools financial and human resource technology architecture and systems.**

Goal FR1.1: Automate Coventry Public Schools financial architecture and systems.

- Activity 1: Migrate Coventry Public Schools historical financial data to a Coventry Public Schools district server Year 1
- Activity 2: Identify levels of access and protocols for users; assign appropriate access levels to individual users Year 1
- Activity 3: Implement a disaster recovery plan for Coventry Public Schools financial data Year 1
- Activity 4: Develop and implement a training plan for users of the Coventry Public Schools financial systems Year 2
- Activity 5: Conduct annual user surveys Year 1-3

Metrics:

The general ledger system will be utilized by all school buildings/staff for budgeting and purchasing purposes.

An efficiency review will be conducted by January 1, 2015.

Goal FR1.2: Enhance efficiency to the human resource and payroll technology platforms.

- Activity 1: Migrate Coventry Public Schools historical personnel data to a Coventry Public Schools district server Year 1
- Activity 2: Collaborate with software provider to enhance current system Year 1
- Activity 3: Implement a disaster recovery plan for Coventry Public Schools personnel data Year 1
- Activity 4: Develop and implement a training plan for users of the Coventry Public Schools human resource and payroll systems Year 1 & 2

Metrics:

A time and attendance software program will be in place by June 30, 2014.

An efficiency review will be conducted by January 1, 2015.

Goal FR1.3: Establish accuracy and efficiency of data systems at all levels.

- Activity 1: Identify system requirements Year 1
- Activity 2: Assess current platforms for operation efficiency and opportunity Year 1
- Activity 3: Synchronize/bridge data systems for efficiency as appropriate Year 1 & 2
- Activity 4: Continue to research technological growth in data systems Year 1-3
- Activity 5: Establish user-groups to share information and collaborate Year 1-3

Metrics:

All district data systems will be synchronized, based on compatibility, by January 15, 2015.

Strategic Objective FR2: Implement a school-based operating budget that guarantees equity in all student educational services based upon the overall school need.

Goal FR2.1: Establish a centralized purchasing program.

- Activity 1: Assess purchasing history and trends to establish clear guidelines, policies and practices aligned with state and local laws Year 1

Metrics:

Purchasing policies will be approved by the School Committee by August 30, 2014.

All administrators will be trained on guidelines, policies and practices related to purchasing by August 30, 2014.

Efficiencies in expenditures will be further maximized by August 30, 2014 as determined the Finance Directors' review of budget expenditures and efficiencies.

Goal FR2.2: Establish a school based budgeting formula that ensures district wide equity.

- Activity 1: Establish a system for appropriating funds to schools Year 1 – Elementary; Year 2 – Middle & High School
- Activity 2: Continue to assess fiscal constraints and opportunities Year 1-3

Metrics:

A school-based funding formula will be introduced during the budget process for FY15 for elementary schools. A school-based funding formula will be introduced during the budget process for FY16 for the middle and high school.

MANAGE TECHNOLOGY ARCHITECTURE AND SYSTEMS

****Strategic Objective T1: Develop a technology deployment plan with CDW, the sole technology provider selected by RIDE, for technology hardware, software, and staff training. Year 1**

Goal T1.1: Develop the technology deployment plan. Year 1

Metrics:

A deployment plan will be presented to the School Committee by January 30, 2014.

Goal T1.2: Assess the resources needed to manage the technology and make recommendations to the School Committee. Year 1

Metric:

Capital and human resource recommendations will be presented to the School Committee by January 30, 2014.

Strategic Objective T2: Provide reliable information technology infrastructure, tools, and services to enable Coventry Public Schools to achieve its academic and administrative objectives.

****Goal T2.1: Ensure that the technology infrastructure of Coventry Public Schools is reliable, dependable, and secure.**

- Activity 1: Fully implement high availability technologies for systems reliability and redundancy Year 1
- Activity 2: Create reliable disaster recovery and business continuity capabilities Year 1
- Activity 3: Develop a technology lifecycle replacement funding mechanism for critical enterprise systems Year 2
- Activity 4: Provide more secure IT infrastructure Year 1
- Activity 5: Implement best practice standards for systems management to improve reliability and reduce unplanned outages Year 1

Metrics:

100% of Coventry Public Schools will be rewired for wireless Internet connectivity and greater band width within the timeframe outlined below:

- Coventry High School & Feinstein Middle School – June 30, 2014
- Hopkins Hill, Blackrock, Tiogue, Washington Oak, Western – August 30, 2014

A deployment plan, inclusive of lifecycle replacement, will be presented to the School Committee by January 30, 2014.

By August 30, 2014, Coventry Public Schools self-assessment on the ISO Network Management Model's will exhibit greater effectiveness as follows:

- The Coventry Public Schools' Fault Management effectiveness will increase from Effective (4) to Highly Effective (5).
- The Coventry Public Schools' Configuration Management effectiveness will increase from Ineffective (2) to Effective (4).
- The Coventry Public Schools' Performance Management effectiveness will increase from Effective (4) to Highly Effective (5).
- The Coventry Public Schools' Security Management effectiveness will remain Highly Effective (5).
- The Coventry Public Schools' Accounting Management effectiveness will increase from Neutral (3) to Effective (4).

Goal T2.2 Bridge and / or consolidate technology platforms to maximize efficiency relating to data management.

Metrics:

Technology platforms will be minimized through synchronization and/or elimination of systems. ASPEN will be utilized as the primary platform, utilizing appropriate ASPEN modules. A comprehensive transition plan will be developed and presented to the Superintendent by March 30, 2014.

Goal T2.3: Actively investigate technical innovation in support of Coventry Public Schools' vision.

- Activity 1: Develop an environment to support academic collaboration to include digital, social and physical resources Year 2
- Activity 2: Develop a modern, service-oriented information access strategy to allow improved use of Coventry Public Schools data Year 2
- Activity 3: Continue to assess fiscal constraints and opportunities to implement and sustain state of the art instructional technology systems Year 1-3

Metrics:

TBD

Capital and human resource recommendations will be presented to the School Committee by January 30, 2014.

Goal T2.4: Measure cost effective use of resources and maintain integrity of our capital assets.

- Activity 1: Conduct a district-wide needs assessment Year 1
- Activity 2: Develop an internal five year capital improvement plan to address district needs and/or deficiencies and maintain quality control Year 2
- Activity 3: Standardize on technology where appropriate for economy of scale, district efficiency, transfer of skills and ease of support Year 1-3

Metrics:

A five year capital improvement plan will be presented to the School Committee by June 30, 2014.

****Goal T2.5: Create a trusted partnership for technology use that will support the mission of Coventry Public schools through active engagement with the users of Coventry Public Schools technology infrastructure.**

- Activity 1: Facilitate direct access to electronic information and services Year 1-3
- Activity 2: Provide efficient, effective and quality IT services for faculty, students and staff Year 1-3
- Activity 3: Continue to research technological growth in data systems Year 2
- Activity 4: Establish user-groups to share information and collaborate Year 1
- Activity 5: Deploy technology tools to improve Coventry Public Schools administrative process Year 1-3

Metrics:

Faculty, staff and students will feel more confident with technology support and access to technology. (Baseline data being collected at this time via a teacher survey.)

Helpdesk ticket response time will decrease by June 30, 2015 as follows:

- Level 1 – Continue to be resolved within 12 hours
- Level 2 – From 3 business days to 2 business days
- Level 3 – From 6 business days to 4 business days

Strategic Objective T3: Develop and maintain a culture that supports a Technology Rich Classroom

See Appendix A: Technology Rich Classroom

MANAGE COMPLIANCE TO POLICIES, CONTRACTS, AND RI GENERAL LAWS

Strategic Objective C1: Manage Compliance to Policies, Contracts and State and Federal Laws.

Goal C1.1: Implement a system of policies, procedures and forms to ensure compliance with current contracts, and Rhode Island laws and regulations.

- Activity 1: Assess the current policies and procedures to determine the action category for the policy and/or procedure by November 2013.
 - Archival
 - Revision
 - Creation
 - Reaffirm as is (*No Action Needed*)
- Activity 2: Archive obsolete policies/practices by February 2014.
- Activity 3: Develop a priority list for the School Committee of policies and procedures for revision and/or creation by April 2014.
- Activity 4: Revise current policies and/or create new policies in priority areas. Year 2
- Activity 5: Develop a plan to notify and/or train stakeholders on new or revised policies as passed by the School Committee. Ongoing

Metrics:

All policies, procedures and Administrative Directives will be categorized and presented to the School Committee by June 2014.

A prioritized list of revised and new policies will be presented to the School Committee by August 2014.

MANAGE COMMUNITY AND GOVERNMENT RELATIONS

Strategic Objective CG1: Establish and maintain both formal and informal lines of communication with the community and with local and state government officials.

Goal CG1.1: Keep the Town Council abreast of school department initiatives.

- Activity 1: Report out monthly to the Town Council on school department initiatives, successes and challenges during regular scheduled Town Council meeting. Year 1-3
- Activity 2: Meet monthly with the Town Manager. Year 1-3

Metrics:

TBD

Goal CG1.2: Keep the community informed on school department initiatives.

- Activity 1: Release to the press (Coventry Courier, Kent County Times, and Coventry Patch) an article a month that provides a description of work a strategic objective in the plan. Year 1-3

Metrics:

A minimum of six articles will be published each year regarding the Coventry Public Schools' District Strategic Plan.

Goal CG1.3: Maintain a collaborative partnership with the RI Department of Education.

- Activity 1: Work collaboratively with RIDE on state initiatives. Year 1-3
- Activity 2: Actively participate on state committees. Year 1-3
- Activity 3: Review Weekly Commissioner Field Memos. Year 1-3
- Activity 4: Maintain reporting deadlines as required. Year 1-3

Metrics:

Not necessary.

Goal CG1.4: Redesign district website.

- Activity 1: Convene a parent / community focus group to provide feedback and technological awareness about the district and school websites. Year 1
- Activity 2: Standardize district and school website design using the same template across the district. Year 2
- Activity 3: Implement policies and procedures to ensure district and school websites are standardized in format and are easy to use, current, accurate, and relevant.
- Activity 4: Develop PD program to support the website policies and procedures. Year 2

Metrics:

By December 31, 2014 the district and school websites will be redesigned with common format.

Strategic Objective CG2: Standardize online communication with parents and students.

Goal CG2.1: Maintain a collaborative partnership with the students' family members by providing multiple means of communication between home and school.

- Activity 1: Develop and administer a parental survey to determine parent needs and expectations. Year 1
- Activity 2: Provide online school forms. Year 2
- Activity 3: Provide centralized school directory. Year 2
- Activity 4: Provide Parent Portal. Year 2
- Activity 5: Develop centralized parent communication platforms, including list serv. Year 3
- Activity 6: Provide up- to- date and relevant information regarding the district strategic plan on the website/ Year 1-3

Metrics:

A parent survey to determine parent needs and expectations will be developed and administered by May 30, 2014.

ASPEN Parent Portal will be available to all families by December 31, 2014.

A centralized parent communication platform will be in place by August 1, 2015.

The district website will include access to the Strategic Plan implementation progress via a data dashboard by August 15, 2014.

Goal CG2.2: Standardize using ASPEN, district student information system.

- Activity 1: Write a policy relating to the use of ASPEN in the schools. Year 2
- Activity 2: Develop email templates that convey standard information to teachers, students, and parents. Year 2

Metrics:

TBD

MANAGE PHYSICAL INFRASTRUCTURE

Strategic Objective FI1: Improve and maintain school facilities, grounds and equipment.

Goal F1.1: Develop and implement a five year Capital Improvement Plan.

- Activity 1: Conduct a capital improvement needs assessment (school grounds, facilities and equipment) Year 1
- Activity 2: Develop and implement a five-year Capital Improvement Plan Year 1-3

Metrics:

A Five-Year Capital Improvement Plan will be presented to the School Committee for approval by March 2013.

Strategic Objective FI2: Work with School Construction Architect and Building Committee to develop and implement construction plans for \$8.5 million construction projects.

Goals: to be developed

APPENDIX A: Technology Rich Classroom

The Technology Rich Classroom immerses technology into the learning environment resulting in improved student learning. The goal is to bring about change; change in the way teachers teach, change in the way students learn, and change in the way student learning is demonstrated and assessed.

Teachers

1. **Teachers** confidently and comfortably utilize diverse technology to design, develop, and differentiate curricula, instruction and assessment linking the classroom to the outside world.
2. Teachers serve as a guide, mentor, and model in the use of technology.
3. Teachers promote and model **digital citizenship**.
4. Teachers facilitate, encourage, and support the active engagement of students with technology resources resulting in higher order learning activities that may not have been possible without the use of technology tools.
5. Teachers help students locate appropriate resources to support student choices.
6. Teachers encourage students to explore the **use of technology tools in unconventional ways** and to use the full capacity of multiple tools in order to advance student learning and creativity and to build knowledge.
7. Teachers create a classroom setting that is flexible and varied, allowing different kinds of self-directed learning activities supported by various technologies, including **robust access to online resources** for all students simultaneously.

Students

1. Students regularly use technology tools for communication and collaboration and to work with peers and experts regardless of time zone or physical distances.
2. Students exhibit proficiency in research and information fluency, critical thinking, problem solving, and decision making.
3. Students are focused on what they are able to do with the technology, as the technology tools become an invisible part of the learning and foster creativity and innovation.
4. Students engage in ongoing metacognitive activities at a level that may have been unattainable without the support of technology tools.
5. Students are empowered to extend the use of technology tools and have greater ownership and responsibility for learning.
6. Students demonstrate an understanding of technology operations and concepts (troubleshooting, applications, etc).
7. Students demonstrate digital citizenship (ethical, legal, responsible).

District Commitment in Support of Technology Rich Classrooms

1. District administration exhibits visionary leadership and promotes a digital age learning culture.

2. District administration provides resources necessary to support excellence in professional practice.
3. District administration plans for ongoing systemic improvement in support of technology integration practices to advance teaching and learning.
4. District administration supports and models digital citizenship in practice and in policy.

APPENDIX B: Members of the Strategic Planning Teams

DISTRICT STRATEGIC PLANNING & TECHNOLOGY PLANNING COMMITTEES

June – July 2013

District Strategic Planning Committee

Committee Members	District/Community Role
Ann M. Dickson, EdD, Lead Facilitator	School Committee Member
Michael Almeida, EdD, Facilitator	Superintendent of Schools
Mike Convery	Assistant Superintendent of Schools
Judi Liner	School Committee Vice Chair
Katie Duncanson	Director of Compliance
Mike Hobin	Principal, Coventry High School
Jen Roy	Assistant Principal, Feinstein Middle School
Louise Seitsinger	Principal, Tiogue Elementary
Kathryn Tancrelle	Principal, Hopkins Hill Elementary
Kelly Erinakes	CTA President
Deb Tyree	CTA Union Rep & Kindergarten Teacher, Washington Oak
Lori Pare	CTA Union Rep & Grade 1 Teacher, Hopkins Hill
Sandy Clunan	CTA Union Rep & Rtl/PDC, Feinstein Middle School
Matt Brissette	SS Curriculum Coordinator, Coventry High School
Audrey LaChance	Parent, Tiogue Elementary School
David Ritchotte	PTA Council, Parent, PTA President – Hopkins Hill
Katherine Patenaude	School Committee, Chair

REVIEW SUBCOMMITTEE

Committee Members	District/Community Role
School Committee Members	School Committee Member
Central Office Administrators	District
School-Based Administrators	District
District School Improvement Teams	Administrators, Teachers, Parents & Community Members
Rtl/PDCs	District
Jennifer Randall	PTA Council, Parent

TECHNOLOGY PLANNING COMMITTEE

Committee Members	District/Community Role
Kathy Patenaude	School Committee Chair
Dr. Michael Almeida	Superintendent of Schools
Mike Convery	Assistant Superintendent of Schools
Jason Martin	Director of Technology
Jim Murphy	Network Administrator
Mike Robinson	Technician
Robin Pelletier	Director of Administration & Finance
Lynne Burke	Assistant Principal, Coventry High School
Dr. Arthur Lisi	Assistant Principal, Feinstein Middle School
Joe Fagnoli	CTA Representative
Maria Boulmetis	Science Teacher, Feinstein Middle School

Ted Mitchell	Social Studies Coordinator, Feinstein Middle School
Louise Martella	Grade 5 Teacher, Hopkins Hill
Sue Toohey-Kaye	Reading Teacher, Tiogue
Erin Wright	Rtl/PDC, District
Nicole Hitchener	Rtl/PDC, District
Amy Anzalone	Grade 2 Teacher, Western Coventry
Carla Paquet	Teacher, Western Coventry
Susan Murphy	Media Specialist, Feinstein Middle School
Michelle Morris	PTA Council, Parent

REVIEW COMMITTEE

Committee Members	District/Community Role
School Committee Members	School Committee Member
Central Office Administrators	District
School-Based Administrators	District
District School Improvement Teams	Administrators, Teachers, Parents & Community Members
Rtl/PDCs	District
Ron Guilmette	Teacher, Coventry High School
Mike Rockwell	Teacher, Coventry High School
Chuck Branchaud	PBGR Coordinator/Math Teacher, Coventry High School
Justin Howman	SS Teacher, Feinstein Middle School
Estha Wolk	Librarian, District
Jen Beauchemin	Spec.Ed. Teacher, Hopkins Hill