



January 2016- January 2021

COLLABORATION FOR STRATEGIC PLANNING

Background

Strategic Planning is a process for creating a vision of the future that defines the district's mission and goals. The plan serves as a guide to fulfill the district's responsibilities to students, staff, parents and the entire community.

In 1995, the Knowlton Township Board of Education developed the original five-year plan with the intent of guiding the district into the 21st century. The second plan was created and implemented in 2000 through detailed work accomplished by ten school community task force groups under the guidance of a steering committee. In 2007, the Board of Education began work on a new seven-year plan. Efforts were made to review and revise the long-range strategic plan while maintaining the small-school character of Knowlton Township Elementary School. In Fall of 2015, the Board of Education, along with stakeholders, embarked on developing a five-year plan with a three-year review.

Process

Our district is made up of many stakeholders: students, parents, teachers, support staff, administrators, Board of Education members and members of the community at large. A new Mission Statement, adopted in October 2015, provides the framework or context within which the district's strategies are formulated. It speaks to goals for developing our students to be life-long learners.

An Advisory Committee was formed to guide the process of strategic planning. Four committees were formed to research, analyze and make recommendations for purpose, goals and objectives in the following areas:

- Instructional Plan
- Facilities/Safety
- Technology
- Finance

The goals and objectives from each committee were reviewed, discussed and approved by the Advisory Committee. The recommendations of the new five-year plan, with a three-year review, were presented to the Board of Education for approval. The 2016-2020 Strategic Plan will guide the development of district goals and action plans to be fulfilled during this time frame.

The world around us is becoming more complex and it is essential that we steer a course that will allow our students to be active and contributing members of this community, nation, and world. The 2016-2021 Strategic Plan is the framework to ensure that we promote lasting transformation in our school and community. It will be effective January 2016 through January 2021. President John F. Kennedy once said, "Change is the law of life. And those who look only to the past or present are certain to miss the future."

**Knowlton Township Board of Education
January 25, 2016**

Knowlton Township School District

MISSION STATEMENT

We are committed to provide an engaging, comprehensive education aligned with the Common Core Standards in a healthy, safe and nurturing environment in which all students are encouraged to be critical thinkers and self advocates. Instilling a passion for learning will inspire and guide students to become responsible and compassionate citizens in a constantly changing world. Students have the opportunity to achieve their maximum academic potential both here and in their future education while developing confidence, competence and character.

BELIEFS

We believe the role of all parents is:

- To be involved in all aspects of their children's educational life, make education a priority and be proactively involved in the education process.
- To motivate their children to reach their fullest potential.
- To guide by providing moral standards, values and instilling integrity.
- To provide appropriate consequences and support for their children's actions.

We believe the role of the students is:

- To demonstrate continuous academic achievement.
- To respect and appreciate individual differences and demonstrate ethical behavior.
- To apply their skills and knowledge as productive and contributing citizens in an ever-changing world.

We believe the role of the staff is:

- To apply their individual creativity to educate the student body, the individual student, themselves, and the community.
- To actively participate in the development and implementation of the educational goals of the district.
- To support the students in their educational, social and emotional development.

We believe the role of the community is:

- To acknowledge that risk-taking and a willingness to change are necessary for continuous improvement.
- To become actively involved in the mission of the school.
- To recognize the importance of providing adequate resources which help develop well-educated students, who are valuable assets to the community.

We believe the role of the Board of Education is:

- To design policies and regulations to support our mission statement.
- To adopt a budget which provides for the needs of the students and staff while minimizing the burden to the local taxpayers.
- To continually evaluate and improve the education program in support of our mission statement.
- To keep the local community informed about the school and to keep itself and the staff informed about the wishes of the public.

We believe that all stakeholders must work in partnership with mutual respect and open communication.

GOAL I: INSTRUCTIONAL PLAN

Over the next five years, with a three-year review, our strong professional staff will continuously review, improve, and articulate the curriculum, foster professional growth, and implement traditional and emerging methods as effective tools. Students will be encouraged to build critical thinking and problem-solving skills that will enable them to transition to their next level of education.

Objective A:

For students to achieve their highest academic potential, think critically and be ethical and confident individuals.

1. Continue to maintain current programs within budgeted constraints prioritized by the administration.
 - a. Response to Intervention (RTI)
 - b. Spanish 2 times a week in 6th grade
 - c. Low teacher:student ratio to maintain the individualized instruction
 - d. Increase and maintain dialogue with North Warren on a regular basis
 - e. Maintain and increase technology-based learning
2. Continue to align current curriculum with state mandates.
 - a. Implement new science standards
 - b. Explore engineering opportunities
 - c. Use standardized tests (grades 3-6) and other forms of assessment data to enhance educational outcomes

Objective B:

To create, offer and maintain diverse opportunities for students to practice critical life skills such as leadership, problem solving, risk taking, decision making and effective communication.

1. Continue to develop character education and strengthen ties within the school and community.
 - a. Encourage student volunteerism
 - b. Explore additional character education approaches and activities
 - c. Seek out parents and community members of different skill sets to enhance student experiences
2. Explore during and after-school activities to broaden student exposure.
 - a. Project-based activities
 - b. Structured recess options
 - c. Clubs (i.e. chess, Latin, Computer)
3. Explore grants and other professional development opportunities for increased teacher in-service training specifically geared toward technology usage, project-based learning and engineering.

GOAL II: Technology

Over the next five years, with a three-year review, the district will foster the development and expand the use of technology embedded within the instructional plan. In addition, we aim to ensure that ongoing staff development provides adequate support for the use of emerging technologies in education.

Objective A:

Continue to implement the current district Three-Year Technology Plan through June of 2016. Develop a new district Three-Year Technology Plan for implementation from July 2016 through June 2019.

1. Determine ongoing upgrade and maintenance schedule for technology tools and components. Leverage staff, and other stakeholders' (e.g., county coordinator, parents, local businesses) input whenever possible.
2. Develop specific funding requests for submission during the annual budget planning process.
3. Seek alternative funding from outside sources such as grants and donations. (e.g., digitalwish.com and donorschoose.org)
4. Continue to research options to upgrade internet service availability to the building.

Objective B:

Create ongoing professional development focused on technology for all staff.

1. Identify best practices for technology professional development in an educational environment.
2. Determine amount of professional development needed for new programs and refresher training.
3. Develop specific plans for technology integration into the classroom with educational tools used as adjuncts to other media.
4. Research the feasibility of infusing a one-to-one technology tool initiative for students.

GOAL III: Facilities/Safety

Over the next five years, with a three-year review, the district will provide a facility which meets regulations and code while functioning as a safe, secure, healthy and nurturing environment. The facility will align with the continuum of needs of our students and community. In order to meet the goal, the following objectives can be used as a guideline:

Facilities

Objective:

Evaluate all components of the existing structure and develop an improvement plan that would indicate but not be limited to the following:

1. Investigate installation of HVAC in the 1935 section of the building.
2. Evaluate, maintain and improve lighting throughout the building.
3. Investigate improvements to the parking lot.
4. Evaluate alternative energy resources, technologies, and energy efficient options to reduce financial impact on the district.

Safety

Objective:

Maintain the necessary climate, procedures and infrastructure to ensure the safety of all members of the school community.

1. Annually review and update the school-based crisis and security plans.
2. Research and investigate the following items as they relate to the security plan:
 - a. Shatterproof window film
 - b. Fiber optic for an emergency line
 - c. Eastern DataComm Lockdown Emergency Notification System
3. Reassess organization and procedures for East Wing drop-off and pick-up.
4. Continue to implement preventive measures for building and playground so that the areas are safe and secure.
5. Analyze discipline data at the district level to determine factors, if any, which contribute to discipline problems.

GOAL III:

Finance

Over the next five years, with a three year review, the district will efficiently manage financial resources in order to provide a safe, secure and effective learning environment that is conducive to the success of students and staff members.

Objective A:

Efficiently manage internal financial resources so that, technologically and academically, all can reach their full potential.

- 1.** Continue to monitor cost-effectiveness by enabling shared services and enterprise opportunities.
- 2.** Investigate funding opportunities from federal, state and local governments and non-government agencies, including community-based partnerships, which can open new areas of revenue.
- 3.** Provide opportunities for staff to continue life-long learning, professional development and maintain state mandates.

Objective B:

Financially manage and oversee external opportunities through which our school can remain a pillar of the community and provide programming that can enhance the character and confidence of students.

- 1.** Investigate alternative energy projects with an eye on “green” and long-term cost reductions.
- 2.** Be cognizant and stay abreast of required safety regulations and be proactive when solving any problems that may arise.
- 3.** Keep appropriate parties informed of budgetary matters concerning stakeholders through a variety of mediums.

Thank you to the members of the Advisory Committee and Committee Groups who selflessly gave their time and energy to create this plan. All planning members helped identify the district's strengths, voiced concerns and determined factors that help or hinder the areas of Instructional Plan, Facilities/Safety, Technology and Finance. Committee members reviewed our previous plan, evaluated accomplishments, listened to multiple viewpoints and made recommendations that would best serve our school community. Their collaborative effort focused on the mission of the Knowlton Township School District and developing realistic and attainable goals and objectives.

Advisory Committee:

Bethany Summers – Knowlton Township Board of Education President (through 12/15)

Jeannine DeFalco – Superintendent

Michael Brennan – School Business Administrator

Dana Gruszecki – Vice Principal

Robert Dally – Teacher

Michael Bates – Parent/Community Member

Instructional Committee:

Brad Bartow – Co-Chair

Dana Gruszecki – Co-Chair

Diane Davalos

Eric Erickson

Jim Ferry

Kate McGuinness

Annie Pike

Adele Starrs

Bethany Summers

Facilities/Safety Committee:

Robert Dally- Chair

Susan Acker

Michael Bates

Randy Dolinsky

Dawn Sullivan

Kathi White

Technology Committee:

Lisa Garrison- Co-chair

Wendy Lundon- Co-chair

Dawn Bates

Allison Bickhardt

Timothy Young

Finance Committee:

Frank VanHorn - Chair

Colleen Apgar

Michael Brennan

Debra Hendershot

Samantha Incarbone

Rhonda Mortiz

Tammy Smith –BOE President 1/16