

East Lyme Public Schools / Long Range Plan
Goal #1 – Objective #1
 2011-2014

Goal #1: Each student will be engaged and challenged in his/her East Lyme educational experience.

Objective # 1: Curriculum – East Lyme Public Schools will ensure that each student will experience a rigorous curriculum that ensures opportunities for individual growth.

<u>Strategies</u>	<u>Action Steps</u>	<u>Indicators</u>
<p><u>1a. Plan for, budget for, and implement a full-day kindergarten program.</u></p>	<p><u>1a. Based on the work of the Full-day Kindergarten committee, develop an implementation plan that describes the timeline, costs, and program for implementation.</u></p>	<p><u>1a. The Board will receive and act upon a plan on or before May 1, 2013.</u></p>
<p>1b. Ensure curriculum focuses on the relevance of learning to the real world.</p>	<p><u>1c. East Lyme's curriculum will be realigned with the revised Common Core of Learning</u></p>	<p><u>1c. Literacy and numeracy curricula alignment will be articulated by August 2013.</u></p>
<p><u>1c. Monitor the implementation of aligned curriculum with the Connecticut revised Common Core State Standards.</u></p>	<p><u>1d. Revised curriculum, corresponding units and lessons will include activities, discussions, and projects that promote cultural awareness, diversity, social justice, and the role students play in a global society.</u></p>	<p><u>1c. New resources will be available for teachers to implement the revised curriculum and meet the individual needs of the child.</u></p>
<p><u>1d. Increase cultural awareness and understanding of diversity and social justice.</u></p>		<p><u>1d. Revised literacy curriculum will promote cultural awareness, diversity, social justice, and the role students will play in a global society.</u> <u>1d. Curriculum Council will assess adherence to these principles when reviewing new or amended curricula.</u></p>

East Lyme Public Schools / Long Range Plan
 Goal #1 – Objective #2
 2011-2014

Goal #1: Each student will be engaged and challenged in his/her East Lyme educational experience.

Objective # 2: East Lyme Public Schools will ensure that instructional strategies meet the needs of each student and encourage exploration and autonomous learning.

Strategies	Action Steps	Indicators
2a. Develop instruction that strengthens ties between disciplines, with increased opportunities for cross-discipline activities.		
<u>2b. Ensure instructional strategies that provide for the individual growth of each student.</u>	<u>2b. Provide professional development opportunities for all teachers in “differentiation of instruction” to meet the needs of diverse learners in the same classroom.</u>	<u>2b. Evidence of differentiation will be observable and recorded during regular classroom observations and learning walks.</u> <u>2b. Teachers will report understanding of the principles of differentiation to meet the diverse learning needs of students.</u>
<u>2c. Maintain high expectations for student achievement.</u>	<u>2b. Develop and implement vocational internships for transitional students (18-21 year old students).</u>	<u>2b. Students will be enrolled in internship programs.</u>
<u>2d. Increase opportunities for all students in music, arts and culture.</u>	<u>2c. Each school will act upon and analyze data from a variety of sources.</u>	<u>2c. Each school will set goals connected with improved student achievement.</u>
<u>2e. Provide programs that offer alternatives to the traditional learning environment.</u>	<u>2d. Implement new non-leveled electives and Mandarin Chinese course.</u>	<u>2d. More students will participate in electives and arts programs and classes.</u>
	<u>2e. Expand and evaluate the Coastal Connections program.</u>	<u>2e. Evaluation of program to be completed and presented to Board of Education before May 2013.</u>

East Lyme Public Schools / Long Range Plan
Goal #1 – Objective #3
2011-2014

Goal #1: Each student will be engaged and challenged in his/her East Lyme educational experience.

Objective # 3: East Lyme Public Schools will use multiple forms of assessment as learning and teaching tools.

Strategies

3a. Create common formative assessments for all subject areas and grade levels and monitor their ongoing relevance.

3b. Use assessment data as a learning tool to drive instruction.

3c. Develop a district-wide data warehouse and a common format for data collection and reporting.

Action Steps

3a. Identify the common formative assessments already developed for programs and courses.

3a. Support PLC's in their efforts to develop common formative assessments in the areas of literacy and mathematics.

3b. Develop new teacher and principal evaluation systems linked to student performance.

3c. Survey teachers to indicate the assessments currently in use for both formative and summative purposes.

3c. Develop a district data warehouse that is available for teacher and principal use.

Indicators

3a. By December 2012, the district will identify and compile a master list of existing common formative assessments in the schools of ELPS.

3a. Common Formative Assessments will be used in all grade levels and all departments.

3a. PLC's will report a high degree of support for assessment development in an end-of-year survey.

3b. Teachers and principals will identify assessment data that will be used for evaluation of their performance in 2013-2014.

3b. New teacher and principal evaluation systems will be reviewed with the Board of Education and submitted to the CSDE by June 15, 2013.

3b. Collaborative discussions between and among teaching staff will be held on a regular schedule for the purpose of sharing instructional strategies and improving student learning.

3c. A report on the uses of assessment in East Lyme Public Schools will be shared with all teachers by June 2012.

3c. A district data warehouse will be developed by June 15, 2013 for 24/7 access during the 2013-2014 school year.

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<p><u>3d. Use assessment data as a tool for individual, school and district professional development.</u></p>	<p><u>3c. All teachers will be trained in the successful use of the district-wide data collection system and will begin to use the system during the 2013-2014 school year.</u> <u>3c. Plan for necessary staffing to manage system in 2013-2014.</u></p> <p>3c. The district-wide data warehouse will provide staff with a reporting process which is accessible to parents.</p> <p><u>3d. Update three-year district and school professional development plans, ensuring that data analysis is used to identify PD goals and indicators of success.</u></p>	<p><u>3c. All professional staff will have access to assessment data between grade levels and schools (elementary to middle and middle to high).</u> <u>3c. The ELPS professional development calendar will include training for use and access of the data warehouse.</u> <u>3c. Budget and job descriptions will reflect appropriate staffing for data management.</u></p> <p><u>3d. Professional development calendar will reflect training opportunities for staff focused on research based instructional strategies</u> <u>3d. District PD plans will include opportunities for individual teachers to participate in PD focused on research-based instructional strategies as determined by student assessment data.</u></p>
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East Lyme Public Schools / Long Range Plan
Goal #1 – Objective # 4
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Goal #1: Each student will be engaged and challenged in his/her East Lyme educational experience.

Objective # 4: Professional Development – East Lyme Public Schools will plan and deliver meaningful professional development opportunities for all staff that support the district instructional and curricular goals.

Strategies

4a. Develop, implement and reflect upon multi-year professional development plans for all employee groups.

4b. Increase release time for grade level and department collaboration and opportunities for teachers to observe each other and to participate in professional learning community groups.

4c. Provide professional development opportunities that meet the varying needs and abilities of individual teachers, administrators, and support staff.

Action Steps

4a. Administrator for Program Improvement will collaborate with school leaders to update district and school professional development plans.

4a. Complete and update develop professional development plans for all non-certificated employee groups.

4a. Principals will share building based PD plans.

4b. Provide time for grade level and department collaboration.

4c. While developing professional growth plans, teachers and administrators will identify individual professional development activities to meet professional goals.

4c. The ELPS will participate in the regional collaborative professional development day.

Indicators

4a. Plans will be shared with Superintendent in November 2012.

4a. Written plans will be shared with the Superintendent and BOE by December 2013.

4b. In-service day plans will include time for teachers to share and collaborate within schools and between schools.

4b. In grade level and department meetings there will be collegial discussions and ongoing sharing of instructional strategies.

4c. Teachers will share new learning from professional development with colleagues and make themselves available for professional dialogue and modeling.

4c. The district will financially support professional development through opportunities in and out of district.

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<p><u>4d. Provide professional development opportunities that support subject area, school and district goals</u></p>	<p><u>4d. BOE will provide resources for professional development opportunities that meet subject area, school, and district goals.</u></p>	<p><u>4c. Professional development evaluations will reflect increased satisfaction with choice and content.</u></p> <p><u>4d. Budgets and in-service plans will reflect designated professional development resources and programs for all employee groups, subject areas, schools, and the district.</u></p>
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East Lyme Public Schools / Long Range Plan
Goal #1 – Objective #5
 2011-2014

Goal #1: Each student will be engaged and challenged in his/her East Lyme educational experience.

Objective # 5: East Lyme Public Schools will ensure that each student develops a sense of global connectedness.

Strategies	Action Steps	Indicators
<p><u>5a. Expand opportunities for students to learn emerging world languages.</u></p>	<p><u>5a. Offer and evaluate a pilot Chinese language class in 2012-2013.</u></p>	<p><u>5a. Students will express a high degree of satisfaction with pilot class.</u></p>
<p><u>5b. Ensure that ELPS students are exposed to at least one visiting scholar from another country each year.</u></p>	<p><u>5b. Host two visiting scholars from other countries each year in 2012-2013.</u></p>	<p><u>5b. Students will engage in learning opportunities with visiting scholars.</u></p>
<p><u>5c. Develop and implement at least one exchange program with another country each year.</u></p>	<p><u>5c. Develop a contract with Spiral Inc. to bring two tuition-paying Chinese exchange students to East Lyme, beginning in 2013-2014.</u></p>	<p><u>5c. Program will be presented to BOE for approval in 2013.</u></p>
	<p><u>5c. Support at least 4 exchange opportunities for ELHS students in 2012.</u></p>	<p><u>5c. ELHS students will have the opportunity to travel to another country and host students from that country each year.</u></p>
<p><u>5d. Offer a summer culture and language summer institute in ELPS.</u></p>	<p><u>5d. Offer the third year of the Spiral Language and Culture Camp.</u></p>	<p><u>5d. East Lyme students will participate in summer 2013 program.</u></p>
<p>5e. Expand the relationship between ELPS and the Southeast Connecticut Chinese School.</p>		

East Lyme Public Schools / Long Range Plan
 Goal #1 – Objective #6
 2011-2014

Goal #1: Each student will be engaged and challenged in his/her East Lyme educational experience.

Objective # 6: East Lyme Public Schools will ensure that each student is confident and competent to make effective use of emerging technologies to live, learn, and lead.

Strategies	Action Steps	Indicators
<p><u>6a. Maintain a current and efficient network of technology tools in each school.</u></p> <p><u>6b. Ensure equitable access for each student and teacher to the technological tools of learning.</u></p> <p><u>6c. Maintain effective tools and networks for the purposes of business operations and communications with the entire school community.</u></p>	<p><u>6a. Maintain an accurate inventory of all hardware and software in each school.</u></p> <p><u>6b. Include year 3 of the five-year purchase plan in the proposed budget for 2013-2014.</u></p> <p><u>6b. Develop an equitable access plan for all students.</u></p> <p><u>6b. Provide professional development geared to the level of an employee's skills.</u></p> <p><u>6c. Implement a network equipment replacement plan that provides currency, security, and reliability.</u></p>	<p><u>6a. The inventory will be completed and revised as appropriate each year.</u></p> <p><u>6b. The BOE will receive a revised annual purchase plan proposal as part of the annual budget process.</u></p> <p><u>6b. Annual purchase plans will reflect differentiated distribution of resources to ensure access to learning tools by teachers and students, regardless of the school where they work and learn.</u></p> <p><u>6b. Teachers and administrators will have opportunities to improve their technology skills regardless of their current level of proficiency.</u></p> <p><u>6c. Teachers, administrators, support staff and students will report a high degree of satisfaction with the reliability, speed, and security of the system.</u></p>

East Lyme Public Schools / Long Range Plan
Goal #2 – Objective #1
 2011-2014

Goal #2: East Lyme Public Schools will be supported by excellent, effective leaders and best practices.

Objective #1: East Lyme Public Schools will create a culture that develops excellent leaders in all school community groups (students, staff, parents, and mentors) focused on personal and professional growth.

Strategies

1a. Ensure the district leadership team has received formal training and has a full understanding of research-based leadership practices such as “facilitative leadership.”

1b. Demonstrate a high regard for the personal and professional growth of each staff member.

1c. Ensure opportunities for each student to experience a leadership role in a variety of areas.

Action Steps

1a. Continue a monthly administrator professional developmental plan that supports administrators' individual and collective ability to lead and support district and school improvement goals.

1b. Continue supervision training program with Dr. Richard Villa, focusing on inclusion and differentiation and ways to support these practices in schools.

1b Work with principal and teacher unions to develop new supervision-evaluation plans that support good teaching practices and generate improved student performance.

Indicators

1a. Quarterly, the administrative team will read and discuss an appropriate book or article on leadership; or view and discuss a webinar or video.
1a. Data logs, minutes of meetings, and artifacts of best practice and assessments will be maintained.

1b. Meeting minutes will reflect sharing of model evaluation and observation documents; collaborative learning walk analyses; and collaborative practice in observation.

1b. BOE, ELAA and ELTA will develop a new process in 2012-2013 for implementation in 2013-2014.

East Lyme Public Schools / Long Range Plan
Goal #2 – Objective #3
 2011-2014

Goal #2: East Lyme Public Schools will be supported by excellent/effective leaders and best practices.

Objective #3: East Lyme Public Schools will work with district and school leaders to engender a dynamic, open, team spirited, and problem solving culture to support the whole child.

Strategies	Action Steps	Indicators
3a. Increase parent and community involvement in student learning.		
<u>3b. Make decisions using evidence and data to support each decision.</u>	<u>3b. Superintendent will request data and evidence to support decisions that are made.</u>	<u>3b. Decisions are made using data.</u> <u>3b. PLC minutes will reflect use of data to make decisions.</u>
3c. Maintain and enhance a shared decision making model throughout the district.		
<u>3d. Develop systems and procedures for sharing ideas, collaboration, and problem solving between buildings, within schools, and across disciplines and grade levels.</u>	<u>3d. Schedule time for sharing ideas, collaboration, and problem solving at all leadership team meetings, between buildings, within schools, and across disciplines and grade levels.</u>	<u>3d. Minutes of meetings will indicate evidence of sharing ideas.</u>
<u>3e. Encourage risk-taking to learn from mistakes.</u>	<u>3e. Administrators will discuss strategies to encourage risk-taking by teachers and students, as well as among members of the administrative leadership team.</u>	<u>3e. Administrators will indicate an increased level of risk-taking and trust between and among district leaders.</u>

East Lyme Public Schools / Long Range Plan
 Goal #3 – Objective #1
 2011-2014

Goal #3: East Lyme Public Schools will provide safe and healthy environments in which each student will gain the knowledge to sustain and promote a healthy lifestyle.

Objective #1: All East Lyme Public Schools' facilities and grounds will be safe, clean, and up to date.

Strategies	Action Steps	Indicators
<p><u>1a. Address all individual strategies within the scope of a long range facilities improvement plan for the ELPS.</u></p>	<p><u>1a. Complete ELPS Facilities Vision to address all facilities needs identified in the 2010-2011 ELPS facilities Feasibility Study.</u></p>	<p><u>1a. ELPS Facilities Long Range Plan Committee will complete and present its findings and report to the Superintendent, Board and community in the Fall of 2012.</u></p>
<p><u>1b. Secure E.L. community support for the construction of the East Lyme Athletic Complex improvements on the grounds of the East Lyme High School.</u></p>	<p><u>1b. Oversee completion of the EL Athletic Complex project..</u></p>	<p><u>1b. Athletic activities begin on the new field in Fall of 2012.</u></p>
<p><u>1c. Improve traffic flow plans to ensure safety of families, students and staff on a needs priority basis.</u></p>	<p><u>1c. Complete Flanders parking and access project.</u></p>	<p>1c. Within the life of this plan all school traffic plans will be improved for safety.</p>
<p><u>1d. Implement administrative procedures and expectations for the district to "go green" in multiple ways.</u></p>	<p><u>1d. District staff implement all necessary protocols for implementation of the "Green Cleaning law" BOE policy.</u> <u>1d. District staff and students practice green strategies in everyday activities.</u></p>	<p><u>1d. All school maintenance and custodial staff will only be using "Green Cleaning" supplies.</u> <u>1d. Recycling in a variety of ways will be practiced; 90% of all waste will be disposed of properly.</u></p>
<p>1e. Install energy efficient windows in all buildings, where needed, to ensure efficiency and cost savings.</p>		

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<p>1f. Research and evaluate the practice of geothermal heating and cooling systems at selected East Lyme Public Schools.</p>	<p>1g. Complete an assessment of all recreational sites and include remedies in long range facilities improvement plan and town capital plan.</p>	<p>1g. All recreational sites are deemed safe and appropriate for the activities taking place at the site.</p>
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East Lyme Public Schools / Long Range Plan
Goal #3 – Objective #2
 2011-2014

Goal #3: East Lyme Public Schools will provide safe and healthy environments in which each student will gain the knowledge to sustain and promote a healthy lifestyle.

Objective #2: East Lyme Public Schools will develop programs which ensure each student's success in grade, school and graduation transitions.

Strategies	Action Steps	Indicators
2a. Strengthen communications between administration and school staff, grade to grade, and school to school, for improved transitions.	<u>2a, b. Committee will develop a clearly articulated plan for all transitions from home to school, school to school, and school to college or workplace. Transition activities will be cooperatively planned at all levels.</u>	2a. All school transition activities will include the same components and will be communicated to parents and staff through appropriate brochures, as well as included on school and district websites.
2b. Improve transition of students from home to school.	2b. Clearly communicate to parents about East Lyme Public School's pre-school and/or kindergarten eligibility requirement, programs, expectations.	2b. Parents will acknowledge receipt of information. 2b. 90% of parents will report at least one contact with a district outreach program, such as "First Student," "Successful Beginnings," or the "Family Center."
2c. Educate East Lyme students on successful strategies to manage stress and time management.	2c. A committee of high school students and staff will articulate sources of stress and recommendations for activities or policy changes that could assist with alleviation of stress.	2c. Students will report they are able to manage the stress of transitions and increased expectations. 2c. Students will report they are able to manage personal time as school expectations increase from year to year.
2d. Articulate homework policies and expectations for all grades.		
<u>2e. Offer entrepreneurial courses to generate exploration of school to career and/or college.</u>	<u>2e. Implement entrepreneurial courses developed in 2012 and successfully enroll students.</u>	<u>2e. Enrollment will sustain entrepreneurial course offerings.</u>

East Lyme Public Schools / Long Range Plan
 Goal #3 – Objective #3
 2011-2014

Goal #3: East Lyme Public Schools will provide safe and healthy environments in which each student will gain the knowledge to sustain and promote a healthy lifestyle.

Objective # 3: East Lyme Public Schools will work with the home and community to ensure each child is physically and emotionally healthy.

Strategies	Action Steps	Indicators
<p><u>3a. Implement the East Lyme Public School policies and procedures for anti-bullying.</u></p>	<p><u>3a. Provide professional development to all administrators, teachers and staff regarding responsibilities for implementation of anti-bullying policy and procedures.</u></p>	<p><u>3a. Each school responds promptly to bullying complaints and concerns.</u> <u>3a. Bullying incidents will be maintained at a low level.</u></p>
<p><u>3b. Review and revise East Lyme Public Schools' crisis intervention plan.</u></p>	<p><u>3b. Review revised plan with leadership team and ensure all staff understand their responsibilities regarding the plan.</u></p>	<p><u>3b. All students and staff will be safe and parents confident that their children are in good hands until the crisis passes</u> <u>3b. In the time of a crisis, each school is confident in the administration of the crisis plan</u></p>
<p><u>3c. Update East Lyme Public School policies, programs, and curricula to be responsive to current drug usage and trends.</u></p>	<p><u>3c. Review results of Youth Risk Behavior Survey with all administrators and BOE.</u> 3c. Schools will develop action plans that focus on reducing alcohol and drug usage. <u>3c. Distribute more promotional materials and visual aids to heighten awareness of the physical, social and emotional dangers of using drugs and alcohol.</u> 3c. Provide professional development to all administrators, teachers and staff regarding responsibility for implementation of drug and alcohol policies and procedures. <u>3c. Adopt new ELPS Drug and Alcohol Policy guidelines.</u> <u>3c. Implement new community-based judicial review process for drug-alcohol infractions.</u></p>	<p><u>3c. Student usage of illegal substances will be reduced.</u> <u>3c. Surveys will indicate an increased awareness about drug and alcohol usage.</u></p> <p><u>3c. BOE adopts new guidelines by December 2012.</u> <u>3c. Juvenile Review Board operates in 2012-2013.</u></p>

East Lyme Public Schools / Long Range Plan
Goal #4 – Objective #1
 2011-2014

Goal #4: Each student in East Lyme Public Schools will be supported by caring adults.

Objective # 1: Academic – Caring adults will improve student achievement by focusing on each student’s individual academic needs.

Strategies	Action Steps	Indicators
<p><u>1a. Develop a dynamic, personalized educational plan for each student.</u></p>	<p><u>1a. Revamp the ELMS advisory system.</u></p> <p><u>1a. Evaluate the success of the ELHS and ELMS Advisory system.</u></p>	<p><u>1a. ELMS will implement and report on the success of the revised system at a Fall 2012 BOE Committee meeting.</u></p> <p><u>1a. ELHS and ELMS will receive the results of a doctoral student’s advisory survey.</u></p> <p>1a. Increased student achievement and graduation rates. 1a. Students will take an active role in their educational process. 1a. Students will be actively engaged and committed to learning. 1a. Students will achieve their goals.</p>
<p><u>1b. Implement research-based instructional practices.</u></p>	<p><u>1b. Student Success Plans will be developed for all students in grades 6-12.</u></p> <p><u>1b. Classroom teachers will consistently implement best practice instructional strategies and philosophies, including but not limited to: differentiated instruction, interactive learning, constructivist approach to learning, increased communication and collaboration.</u></p> <p>1b. Teachers will use student interest portfolios in the development of lessons and activities. 1b. Teachers will provide multiple opportunities for students to discuss personal growth and progress toward achieving academic, social, and personal goals.</p>	<p><u>1b. Each student in grades 6-12 will complete first “Student Success Plan.”</u></p>

East Lyme Public Schools / Long Range Plan
Goal #4 - Objective #2
 2011-2014

Goal #4: Each student in East Lyme Public Schools will be supported by caring adults.

Objective # 2: Social – Caring adults will create an environment that supports the social and emotional needs of each student.

Strategies	Action Steps	Indicators
<p><u>2a. Implement anti-bullying procedures.</u></p> <p>2b. Provide opportunities for students to make connections with other adults and other students of different ages (school families).</p> <p>2c. Create an environment where all students are valued and it is permissible to make mistakes.</p>	<p><u>2a. All schools consistently follow anti-bullying procedures when complaints are filed.</u></p>	<p><u>2a. Fewer instances of bullying will be reported.</u></p> <p><u>2a. Student climate survey data will report students feel safer at school and are not bullied</u></p>

East Lyme Public Schools / Long Range Plan
Goal #4 – Objective #3
 2011-2014

Goal #4: Each student in East Lyme Public Schools will be supported by caring adults.		
Objective #3 Communication – Caring adults will create a system and network for effective communication among all members of the school community.		
Strategies	Action Steps	Indicators
<p><u>3a. Increase frequency of communication with families and support parents with tools and information to help each child.</u></p> <p>3b. Utilize the communication task force to assist with effective communication.</p> <p>3c. Improve transitions between buildings, including preschool to kindergarten, and new student orientation.</p>	<p><u>3a. Develop a plan in each school and the district to maintain current all aspects of our ELPS website.</u></p>	<p><u>3a. Teachers have meaningful contacts with each parent yearly.</u></p> <p><u>3a. Data will reflect increased parental traffic on the parent portal to student records.</u></p> <p><u>3a. Review of website will demonstrate currency and relevance.</u></p>

