

CHATHAM CENTRAL SCHOOL DISTRICT

Strategic Plan for School Excellence

2010-2015

Adopted by Board of Education

9/27/2011

Chatham Central School District
STRATEGIC PLAN FOR SCHOOL EXCELLENCE
2010-2015

MISSION STATEMENT

The Mission of the Chatham Central School District is to nurture and challenge students to become self-directed learners who contribute positively to a culturally diverse world.

BELIEF STATEMENTS

We believe that:

- Active life-long learning empowers people.
- Every individual has intrinsic worth.
- Trust, support, and a sense of belonging, promote healthy growth and development.
- The family is a major influence on the values of its members.
- Individuals are responsible for their actions.
- Consistently working to meet high expectations and challenges is important to achieving excellence.
- The school and community together contribute to the development of students becoming citizens.

OBJECTIVES

- A. Students will be self-directed learners who acquire and use knowledge and skills necessary to pursue their aspirations.
- B. Students will be fluent in the use of technologies as a tool to help solve problems and shape their futures.
- C. Students will recognize their ability to contribute productively to the local and global community and experience the benefits of choosing to be of service.
- D. Students will meet curriculum expectations as determined by District standards of excellence.
- E. Students will observe and demonstrate conduct that reflects personal and social responsibility and respect for others.
- F. Students will make choices consistent with a safe and healthy life style.

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OVERALL STRATEGIES

1. We will develop an ongoing staff development program for all staff that encourages innovation and risk taking leading to sustained changes in school based programs to ensure the strategic objectives are accomplished.
2. We will develop formal and consistent dialogue among all members of our entire community to build understanding, trust and positive relationships necessary to achieve the mission.
3. We will implement the process for the continuous development, alignment and delivery of 12-K curriculum with the commencement expectations for all students.
4. We will develop and maintain a technology program to help its students and the District meet the challenges of an ever-changing world.
5. We will improve the climate of the CCSD by creating a more effective learning environment that is safe and welcoming.
6. We will implement programs/offerings that develop healthful behaviors.
7. We will provide strong extracurricular programs to address the changing needs of students.

PARAMETERS

The Chatham Central School District will not implement any new program or service unless it is:

- consistent with and contributes to the strategic plan,
- supported by information indicating its need and a plan to assess its effectiveness,
- discussed by those affected,
- accompanied by staff development needed to ensure its effectiveness.

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GOALS AND STRATEGIES

Goal I: Provide an educational program that promotes excellence and prepares students for success in the 21st century.

STRATEGY A: Create and deliver an educational program that prepares graduates who are college and career ready in today's world by collaboratively developing and implementing a Chatham Central School District definition of 21st century learning.

STRATEGY B: Prepare all students to demonstrate NYS achievement levels indicating that they are college and career ready. Increase the number of students meeting proficiency standards and achieving excellence.

STRATEGY B.1: Prepare all students to demonstrate NYS achievement levels indicating that they are college and career ready. Increase the number of students meeting proficiency standards and achieving excellence by improving support for struggling students.

STRATEGY B.2: Prepare all students to demonstrate NYS achievement levels indicating that they are college and career ready. Increase the number of students meeting proficiency standards and achieving excellence by implementing curriculum based on Common Core standards and knowledge of best instructional practice.

STRATEGY B.3: Prepare all students to demonstrate NYS achievement levels indicating that they are college and career ready. Increase the number of students meeting proficiency standards and achieving excellence by developing and implementing the new APPR/teacher and principal evaluation system.

STRATEGY C: Increase the number of students achieving mastery or demonstrating academic excellence.

STRATEGY D: Utilize technology tools to increase learning, communication, and collaboration among students, among teachers, and within the CCSD community.

STRATEGY E: Promote 21st century wellness skills among students.

Goal II: Develop a school system that has the flexibility to address the learning and developmental needs of all students.

STRATEGY A: Review and examine anti-bullying measures and modify as indicated.

STRATEGY B: Improve the delivery of services to students at either end of the ability spectrum.

STRATEGY C: Use data to monitor and improve the ability of the instructional program to meet the needs of all students.

STRATEGY D: Expand the opportunities for connections to the community.

STRATEGY E: Support an approach to behavior management that is proactive and educational in nature.

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Goal III: Develop and support leadership at every level that promotes a positive school culture and supports student achievement.

STRATEGY A: *Increase leadership and involvement of students.*

STRATEGY B: *Increase leadership and involvement of teachers and staff.*

STRATEGY C: *Increase involvement of parents and community members.*

STRATEGY D: *Increase leadership and involvement of administrators.*

Goal IV: Develop a culture of long range planning that supports continuous improvement while addressing the impact of declining enrollment and economically challenging times.

STRATEGY A: *Implement a 5 year cycle of program review to improve instructional program.*

STRATEGY B: *Develop long-term plans to meet NYSED requirements and to assist with planning and budgeting for all departments.*

STRATEGY C: *Continue to explore opportunities for efficiency, shared services, functional consolidation, and/or merger.*

STRATEGY D: *Develop an integrated Strategic Plan that drives programmatic, financial and operational planning.*

STRATEGY E: *Examine and plan for the impact of declining enrollment on facilities and program. Utilize resulting efficiencies to support program goals.*

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STRATEGY A: <i>Create and deliver an educational program that prepares graduates who are college and career ready in today's world by collaboratively developing and implementing a Chatham Central School District definition of 21st century learning.</i>				
Action Steps	Person(s) Responsible	Year	Milestones	Data Points/Evidence
Form representative committee of teachers, staff, administrators, parents, students, and community members to study various models and definitions.	Superintendent	2010-2011	Task force formed, Timeline developed Bullet points of definition drafted Panel of expert speakers met w/committee	
Keynote presentation on Professional Development Day	Superintendent	2010-2011	W. Daggett—March 21, 2011	
Gather input from Instructional Study Teams	ISL's, Administrators	2010-2011	March 2011	
Gather input from community stakeholders.	Committee Members	2010-2011	Feb 3 2011 Strategic Planning Meeting	
Present draft definition to Board of Education	Committee Members	2010-2011	June 7 Board Meeting	21 st century learning definition and graphic
Consider revision of the District mission statement to reflect 21 st century learning definition.	Strategic Planning Committee Board of Education	2010-2011	June 15 Strategic Planning Meeting	
Develop benchmarks for 21 st Century learning skills to be implemented across buildings and grade levels.	21 st Century Learning Task Force	2011-2012		
Keynote presentation on 21 st Century Classroom.	Superintendent Professional Development Committee	2011-2012	Linda Jacobs—September 6, 2011	
Printing and publication of 21 st Century definition and instructional model in various venues.	Superintendent BOCES Communications Specialist Administration and Faculty	2011-2012		

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Action Steps	Person(s) Responsible	Year	Milestones	Data Points/Evidence
Revise mission statement, beliefs and/or objectives to reflect 21 st century definition and model.	Strategic Planning Committee	2011-2012		
Year-long professional development initiative on implementing 21 st century instructional model in unit and lesson planning.	Superintendent Professional Development Committee	2011-2012		
Review of senior program against 21 st century definition and instructional model.	High School Administration Senior Team	2011-2012		
Incorporate review against 21 st century definition and instructional model into program review process.	Superintendent Program review Committees	2011-2012		
Review of curricular and building programs against 21 st century definition and instructional model through program review and IST.	Building Administrators Grade Level and IST Leaders and Teams	2012-2013		
Professional development regarding instructional techniques for integrating 21 st century skills.	Superintendent Professional Development Committee	2012-2013		
Professional development on assessment of 21 st century skills.	Superintendent Professional Development Committee	2013-2014		
21 st century instructional model institutionalized throughout CCSD.	Superintendent Administrators and Faculty	2014-2015		
Complete process to certify Project Lead the Way Curriculum.	Project Lead the Way Committee	2010-2011	Certification awarded spring 2011	

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Action Steps	Person(s) Responsible	Year	Milestones	Data Points/Evidence
Offer Project Lead the Way courses for college credit.	HS Administration PLTW Faculty	2011-2012		
Develop curriculum to include pre-engineering skills K-8.	Curriculum Writers	2011-2012		
Pilot pre-engineering activities K-4. Implement pre-engineering curriculum 5-8.	Administration Faculty	2011-2012		
Implement pre-engineering activities K-12.	Administration Faculty	2012-2013		

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STRATEGY B.1: Prepare all students to demonstrate NYS achievement levels indicating that they are college and career ready. Increase the number of students meeting proficiency standards and achieving excellence by improving support for struggling students.				
Actions	Person(s) Responsible	Year	Milestones	Data Points/Evidence
Analyze differences in skills required for new cut points on ELA and Math 3-8	3-8 Inquiry Teams	2010-2011	RTTT Application Teachers attended training in Core Standards—BOCES workshops & District (3/22) Building and/or IST discussions	2010-2011 Passing Rates- ELA & Math 3-8 increased 2010-11 HS ELA-Passing Rate 100% & Mastery Rate 67%
Provide professional development on differentiated instruction and multiple learning styles.	Superintendent, Professional Development Committee	2010-2011	Oct 19 & Dec 7 Professional Development Days	Performance Index— Students with Disabilities--CMS
Through conference days and after-school offerings, provide teachers with strategies to differentiate based on interests, abilities, and/or learning styles.	Superintendent and Professional Development Committee	2010-2011	October 19 and December 7 Professional Development Days	
Through professional development, provide strategies for teachers to improve the achievement of struggling students within the classroom.	Superintendent, Professional Development Committee	2011-2012		
Through professional development, provide strategies for teachers to improve the mathematics achievement of students.	Superintendent, Professional Development Committee	2011-2012		
Offer workshops and coaching on co-teaching strategies.	Superintendent, Director of Pupil Services and Professional Development Committee	2010-2011	Summer 2010 training Ongoing coaching & training Summer 2011 training for teachers new to program	

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STRATEGY B.1: Prepare all students to demonstrate NYS achievement levels indicating that they are college and career ready. Increase the number of students meeting proficiency standards and achieving excellence by improving support for struggling students.				
Actions	Person(s) Responsible	Year	Milestones	Data Points/Evidence
Implement Co-Teaching at grades 3 and 4.	Pupil Services Director Building Administrator & Teachers	2010-2011	Classes Implemented	
Pilot co-teaching at high school in Algebra 1A & English 11.	Pupil Services Director Building Administrator & Teachers	2010-2011	Piloted in Algebra 1A	
Implement co-teaching at grades 5 and 6.	Pupil Services Director Building Administrator & Teachers	2011-2012	Summer Training July 2011 Grade 5 fully co-taught Grade 6—blended, co-taught in place, working to transition students through year	
Implement co-teaching at high school— Algebra 1A & 1B, English 11	Pupil Services Director Building Administrator & Teachers	2011-2012	Summer Training July 2011 Classes implemented	
Expand consultant teaching model at middle and high school in preparation for further co-teaching.	Pupil Services Director Building Administrator & Teachers	2011-2012		
Revise Special Education schedule away from 1 teacher per grade to service delivery model.	Pupil Services Director Building Administrator & Teachers	2011-2012	Schedule revised	
Implement Co-Teaching at grades 7 & 8	Pupil Services Director Building Administrator & Teachers	2012-2013		
Expand co-teaching model at high school.	Pupil Services Director Building Administrator & Teachers	2012-2014		

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STRATEGY B.1: Prepare all students to demonstrate NYS achievement levels indicating that they are college and career ready. Increase the number of students meeting proficiency standards and achieving excellence by improving support for struggling students.				
Actions	Person(s) Responsible	Year	Milestones	Data Points/Evidence
Fully implement co-teaching at high school.	Pupil Services Director Building Administrator & Teachers	2014-2015		
Purchase Math AIS software for MED.	Building Administration Director of Pupil Services	2010-2011	Compass Learning software purchased and implementation begun.	
Implement position of AIS reading teacher at elementary level.	Elementary Principal and Staff	2010-2011	Implemented Sept 2010	
Develop AIS criteria and implement for math and ELA at the elementary level.	Elementary Principal and Staff	2010-2011	Implemented Sept 2010 Developing detailed plan at MED & MS Purchasing software to track intervention and results	
Revise AST structure at MED from 1 teacher per grade level to student services model.	Superintendent Building Administration Director of Pupil Services	2010-2011	Special Education teachers assigned by student needs. AIS & Enrichment assigned to other staff.	
Develop AIS/RTI plan for MED.	AIS Committee	2010-2011	Plan developed spring & summer 2011 Plan to be presented to Board for adoption Sept., 2011	
Revise delivery of AIS Math at MED.	Building Administration and Faculty	2011-2012	.5 FTE assigned to math AIS	
Implement new AIS plan at MED.	Building Administration and Faculty	2011-2012		

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Actions	Person(s) Responsible	Year	Milestones	Data Points/Evidence
Revise CMS schedule to support better coordination of AIS services through use of Academic Team Time model.	Building Administration and Faculty	2011-2012	New schedule developed summer 2011	
Use student achievement data to better target monitoring of academic progress and better plan academic interventions	Middle School Administration Grade Level Teams	2011-2012		
Pilot Literacy Lab model at CHS	Building Administration HS English Department	2011-2012	Teacher assigned Literacy Lab as part of schedule	
Hire a full time high school literacy instructor to teach literacy across the content areas.	Building Administration	2012-2013		
Complete program review of AIS/RTI.	Program Review Committee	2011-2012		
Develop comprehensive K-12 AIS/RTI plan based on program review.	Program Review Committee	2011-2012		
Provide early intervention to struggling kindergartners identified through screening process by offering options for heterogeneous and homogeneous instruction	Building Administration Kindergarten Faculty	2011-2012		
Improve scores on Global regents by providing differentiated and targeted intervention to struggling students.	Building Administration Social Studies Faculty	2011-2012		

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STRATEGY B.2: Prepare all students to demonstrate NYS achievement levels indicating that they are college and career ready. Increase the number of students meeting proficiency standards and achieving excellence by implementing curriculum based on Common Core standards and knowledge of best instructional practice.

Actions	Person(s) Responsible	Year	Milestones	Data Points/Evidence
Revise curriculum and assessments to reflect new expectations.	IST's, Subject Area and Grade Level Teachers	2010-2011	Work planned for summer 2011— ELA, Math, LOTE, Science, Art Music, Social Studies, Business, Family & Consumer Science	
Form representative committees of teachers, administrators, parents, and students to review ELA.	Superintendent	2010-2011	ELA Committee formed, met throughout year	
Identify perceived strengths and weaknesses and gather data to refine.	Program Review Committees	2010-2011	Strengths and weaknesses identified Goals drafted, gathering evidence, Feedback from Strategic Planning in March	
Develop 5 year plan for program improvement.	Program Review Committees	2010-2011	5 year plan drafted	
Present plan to Superintendent and Board of Education.	Program Review Committees	2010-2011	June 7 Board meeting	
Finish Program Reviews of English Language Arts and PE.	Program Review Committees	2011-2012		
Form representative committees of teachers, administrators, parents, and students to review Mathematics	Superintendent Program Review Committees	2011-2012		
Identify expectations within English Language Arts and Math based on Common Core Standards and student achievement. Write K-12 ELA and Math Curriculum.	Grade Level and Instructional Study Teams Curriculum Writers	2011-2012		

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STRATEGY B.2: Prepare all students to demonstrate NYS achievement levels indicating that they are college and career ready. Increase the number of students meeting proficiency standards and achieving excellence by implementing curriculum based on Common Core standards and knowledge of best instructional practice.

Actions	Person(s) Responsible	Year	Milestones	Data Points/Evidence
Through professional development, familiarize content teachers with Common Core literacy expectations across content areas.	Superintendent Professional Development Committee	2010-2011	March 21 professional development day	
Identify Literacy expectations across the content areas based on Common Core Standards and student achievement.	K-12 Content Area Teachers	2011-2013		
Develop K-12 Science Literacy Curriculum Strand to incorporate Common Core Literacy standards into science program.	Science Curriculum Writers	2011-2012	Curriculum adopted by BOE Aug 2011	
Through professional development, provide strategies for teachers to implement instruction and assessment based on the common core standards.	Superintendent Professional Development Committee	2011-2012		
Participate in Questar III Common Core Curriculum Mapping Initiative	ELA & Math teachers	2011-2012		
Revise social studies curriculum to include Common Core literacy standards.	Social Studies Curriculum	2012-2013		
Incorporate more non-fiction and contemporary titles in ELA curriculum	K-12 Teachers	2012-2013		
Train TA's in administration of running records.	Superintendent Professional Development Committee	2011-2012		
Identify and define benchmark ELA skills for each grade level.	ELA Curriculum Writers	2011-2012		

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STRATEGY B.2: Prepare all students to demonstrate NYS achievement levels indicating that they are college and career ready. Increase the number of students meeting proficiency standards and achieving excellence by implementing curriculum based on Common Core standards and knowledge of best instructional practice.

Actions	Person(s) Responsible	Year	Milestones	Data Points/Evidence
Develop and/or adopt common assessments based on ELA and math benchmarks.	Administration with faculty Input	2011-2012		
Develop grade level rubrics for reading and writing and math.	ELA and Math Curriculum Writers	2011-2012		
Implement <i>Singapore Math</i> materials in grades K-2 and 5-6.	Building Principals Grade Level and Instructional Study Teams	2011-2012		
Implement <i>Singapore Math</i> materials in grades 3 and 4.	Building Principals Grade Level and Instructional Study Teams	2012-2013		
Purchase and implement <i>Journeys</i> literacy materials for grades 3 and 4 that support use of Daily 5.	Building Principals Grade Level and Instructional Study Teams	2011-2012		
Implement <i>Journeys</i> literacy materials for grades K-2 that support use of Daily 5.	Building Principals Grade Level and Instructional Study Teams	2012-2013		
Implement consistent use of Fountas and Pinnell assessments K-8.	Building Principals ELA and AIS Teachers	2011-2012		
Revise MED progress reports.	MED Progress Report Committee	2012-2013		
Provide professional development on how to use assessment results to guide professional practice	Superintendent Professional Development Committee	2012-2013		
Review ELA curriculum and benchmarks based on assessment results and revise as needed.	Grade Level and Instructional Study Teams Curriculum Writers	2012-2013 2013-2014		

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STRATEGY B.2: Prepare all students to demonstrate NYS achievement levels indicating that they are college and career ready. Increase the number of students meeting proficiency standards and achieving excellence by implementing curriculum based on Common Core standards and knowledge of best instructional practice.

Actions	Person(s) Responsible	Year	Milestones	Data Points/Evidence
Develop and/or revise writing curriculum to include vocabulary, spelling, writing rubric, and writing map.	K-12 ELA Teachers	2011-2012		
Through professional development, provide strategies for teachers to improve the ability of students to write across subject areas.	Superintendent Professional Development Committee	2012-2013		
Select researched-based commercial writing programs	Representatives from each elementary and middle school grade level	2011-2012		
Implement researched-based commercial writing programs	Building Principals Grade Level and Instructional Study Teams	2012-2014		
Examine building and classroom use of time to ensure adequate attention to writing instruction and practice.	Middle and High School	2012-2013		
Introduce Daily 5 Methodology to elementary teachers.	Elementary Administration	2010-2011		
Provide voluntary professional development on Daily 5.	Superintendent Professional Development Committee (Chatham Academy)	2010-2012		
Fully implement Daily 5 Methodology at appropriate grade levels.	Building Principal Grade Level and Instructional Study Teams	2012-2013		

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STRATEGY B.2: *Prepare all students to demonstrate NYS achievement levels indicating that they are college and career ready. Increase the number of students meeting proficiency standards and achieving excellence by implementing curriculum based on Common Core standards and knowledge of best instructional practice.*

Actions	Person(s) Responsible	Year	Milestones	Data Points/Evidence
Revise CMS schedule to increase academic time on task.	Building Principal and Faculty	2011-2012		
Revise CMS schedule to deliver Character Education program during non-academic periods.	Building Principal and Faculty	2011-2012		
Increase passing rates on Global Regents Results by aligning curriculum units and instruction	Building Principal Grade Level and Instructional Study Teams	2011-2012		
Form representative committees of teachers, administrators, parents, and students to review Languages Other than English	Superintendent Program Review Committees	2011-2012		

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STRATEGY B.3: *Prepare all students to demonstrate NYS achievement levels indicating that they are college and career ready. Increase the number of students meeting proficiency standards and achieving excellence by developing and implementing the new APPR/teacher and principal evaluation system.*

Actions	Person(s) Responsible	Year	Milestones	Data Points/Evidence
Comply with NYS regulations by adopting APPR plans for teachers and principals.	Superintendent Board	2011-2012	Adopted by Board Aug 30 Posted on CCSD website	
Work with teacher and principal bargaining units to develop full APPR plans for teachers and principals.	Superintendent Board	2011-2012		
Provide training for administrators, Board members, and teachers on relevant aspects of APPR.	District	2011-2012 2012-2013		
Select rubrics from NYS approved lists for teacher and principal APPR instruments.	District	2011-2012		
Obtain certification for superintendent and all CCSD program administrators by providing training as specified by NYS.	Superintendent Board	2011-2012		
Select and/or develop assessments for ELA and math 4-8 for use as 20% local measure of student progress for teacher and principal APPR instruments.	District	2011-2012		
Select and/or develop assessments for remaining subjects for use as 20% local measure of student progress for teacher and principal APPR instruments.	District	2012-2013		
Implement new APPR for teachers and principals of ELA and math in grades 4-8 as identified by NYS regulation.	District	2011-2012		
Implement new APPR for all teachers and principals.	District	2012-2013		

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STRATEGY C: Increase the number of students achieving mastery or demonstrating academic excellence.				
Actions	Person(s) Responsible	Year	Milestones	Data Points/Evidence
Implement new enrichment model at MED. Establish criteria and develop and implement structure.	MED Administration and staff.	2010-2011	Criteria and model developed summer 2010 Model implemented Sept 2010	
Provide professional development on meeting the needs of highly able students.	Superintendent, Professional Development Committee	2010-2011	Oct 19 & Dec 7 Professional Development Days	
Write and implement K-12 program for highly able students.	Superintendent, Curriculum Writers	2011-2012		
Identify staff responsible for identifying highly able students and providing services	Superintendent Administrators	2011-2012	Staff identified at MED 2-.5 positions created and filled at MS and HS	
Begin to utilize commercial online courses as a means of enrichment for highly able students.	High School Administration High School Enrichment teacher	2011-2012		
Through professional development, provide staff with strategies for differentiating in the classroom to meet the needs of highly able learners.	Superintendent Professional Development Committee	2011-2012		
Clarify criteria for entrance into accelerated math classes at middle and high school and utilize criteria to properly place students.	Middle School Administration and Faculty	2011-2012		
Investigate option of offering accelerated opportunity for lab science in 8 th grade.	Middle School Administration and Faculty	2011-2012		

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STRATEGY D: *Utilize technology tools to increase learning, communication, and collaboration among students, among teachers, and within the CCSD community.*

Actions	Person(s) Responsible	Year	Milestones	Data Points/Evidence
Implement 5 year technology replacement plan that ensures that technology equipment is deployed based on program and operational needs, and that no computer station in the District is more than 5 years old.	Network Administrator	2010-2011	Computer replacement and server replacement plan presented to the Board in December	5 year plan
Identify K- 8 technology benchmarks for students and present to the Board of Education.	Technology Committee	2010-2011	Tech Committee discussion in progress—Feedback from Strategic Planning March Presented to Board on June 7	K-8 Benchmarks
Implement K-8 Technology Benchmarks	Administrators Faculty Technology Committee	2011-2012		
Identify 9-12 technology benchmarks for students and present to the Board of Education.	Technology Committee	2011-2012		
Implement 9-12 Technology Benchmarks	Administrators Faculty Technology Committee	2012-2013		
Identify technology competencies for teachers and present to the Board of Education.	Technology Committee	2010-2011	Tech Committee discussion in progress	
Complete technology competencies for teachers and present to the Board of Education.	Technology Committee	2011-2013		

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STRATEGY D: Utilize technology tools to increase learning, communication, and collaboration among students, among teachers, and within the CCSD community.				
Actions	Person(s) Responsible	Year	Milestones	Data Points/Evidence
Encourage the development of a web page by each teacher.	Technology Committee	2010-2011	Target date—January 2012 In progress, Tech committee actively working Workshops-beg and int on Feb and March half days Tech Integration Teacher working with teachers	
Each teacher will have functional and operational website.	Technology Committee	2011-2012		
Update policies and regulations regarding effective and appropriate use of educational technology resources.	Board, Policy Committee, Administration	2011-2012		
Strengthen coaching role of Technology Integration teacher.	Administration	2010-2011	Coordinating activities with technology committee Development of staff technology resources via email and web site	
Implement paperless processes where possible—My Learning Plan, Board of Education meetings, Senior information	Superintendent	2010-2011	My Learning Plan implemented Website redesign live Staff resources portal of website live BOE portal in place Info packets by email and portal 8 of 11 BOE members using portal	
Improve District web site by making it easier to navigate and adding more parent and staff resources.	Superintendent, Administrators, and BOCES Communications Specialist	2010-2011	New design live in January 11 Increased use by staff and other groups	National School Public Relations association Honorable Mention 2010-2011

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STRATEGY D: *Utilize technology tools to increase learning, communication, and collaboration among students, among teachers, and within the CCSD community.*

Actions	Person(s) Responsible	Year	Milestones	Data Points/Evidence
Improve District website by adding resources to Board and faculty portals.	Superintendent and BOCES Communications Specialist	2011-2012		
Improve District website by increasing posts of key District documents	Superintendent and BOCES Communications Specialist	2011-2012		
Develop policies and regulations to support implementation of a CCSD Facebook page.	Board, Policy Committee, Administration, BOCES Communications Specialist	2011-2012		
Create and launch CCSD Facebook page.	Superintendent, Administrators, and BOCES Communications Specialist	2011-2012		
Explore possibility of adding online component to instruction, based on guidance from NYSED.	Administration and Staff	2010-2011	Discussion with ICCS about shared opportunities—meeting June 6 BOCES opportunities New enrichment teacher for 11/12	
Offer professional development in educational technology through professional development days and after school.	Superintendent, Professional Development Committee	2010-2011	February 7 PD half day	
Through professional development provide teachers with strategies to integrate use of technology for communication, creation, collaboration and problem-solving into their instruction.	Superintendent, Professional Development Committee, Chatham academy	2011-2012		

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STRATEGY D: <i>Utilize technology tools to increase learning, communication, and collaboration among students, among teachers, and within the CCSD community.</i>				
Actions	Person(s) Responsible	Year	Milestones	Data Points/Evidence
Increase use of technology for professional communication, creation, collaboration and problem-solving.	Superintendent, Professional Development Committee, Technology Integration Teacher, Technology Committee	2011-2012		
Pilot use of TI-Inspire in high school math classrooms to support instruction.	Administration Math Department	2010-2011		
Use TI-Inspire in all high school level math courses to support instruction.	Administration Math Department	2011-2012		
Investigate point of sale software for use in the school lunch program. Choose and purchase.	Food Service Director Administration Network Administrator	2010-2011	Committee reviewed products, selected and purchased Nutri-Kids.	
Implement point of sale software for use in the school lunch program.	Food Service Director Administration Network Administrator	2011-2012		
Improve efficiency and rate of use of Synervoice (autodialer) for parent contact.	Director of Pupil Services Network Administrator	2010-2011	Trained administrators Cleansed data Used for multiple emergency announcements	
Increase use of Synervoice for ongoing communication with parents.	Director of Pupil Services Network Administrator Administration	2011-2012		
Activate text messaging feature of Synervoice and use to improve parent notification.	Director of Pupil Services Network Administrator Administration	2011-2012		

Chatham Central School District
STRATEGIC PLAN FOR SCHOOL EXCELLENCE
2010-2015

GOAL I: <i>Provide an educational program that promotes excellence and prepares students for success in the 21st century.</i>				
STRATEGY D: <i>Utilize technology tools to increase learning, communication, and collaboration among students, among teachers, and within the CCSD community.</i>				
Actions	Person(s) Responsible	Year	Milestones	Data Points/Evidence
Increase use of School Tool to improve efficiency by developing pre-slugged student data and emergency contact form.	Administration Network Administrator	2010-2011		
Implement pre-slugged student data and emergency contact form.	Administration Network Administrator	2011-2012		
Enter student health data into School Tool and utilize program to manage health services.	Director of Pupil Services School Nurses Network Administrator	2011-2012		
Develop pre-slugged student health form.	Director of Pupil Services School Nurses Network Administrator	2012-2013		
Implement pre-slugged student health form.	Administration Network Administrator	2013-2014		
Provide administrative training on School Tool Parent Portal. Develop implementation plan for Parent Portal.	Superintendent Administration Network Administrator Faculty	2012-2013		
Pilot use of components of Parent Portal.	Administration Network Administrator Faculty	2012-2014		
Develop policy regarding Parent Portal.	Board, Policy Committee, Superintendent, Administration	2012-2013		
Implement use of Parent Portal.	Administration Network Administrator Faculty	2013-2015		

Chatham Central School District
STRATEGIC PLAN FOR SCHOOL EXCELLENCE
2010-2015

GOAL I: <i>Provide an educational program that promotes excellence and prepares students for success in the 21st century.</i>				
STRATEGY E: <i>Promote 21st century wellness skills among students.</i>				
Actions	Person(s) Responsible	Year	Milestones	Data Points/Evidence
Form representative committees of teachers, administrators, parents, and students to review PE.	Superintendent	2010-2011	PE Committee formed	
Identify perceived strengths and weaknesses and gather data to refine.	Program Review Committees	2010-2011	Strengths and weaknesses identified Philosophy drafted, feedback from Strategic Planning in Feb, goals developed	
Develop 5 year plan for program improvement.	Program Review Committees	2010-2011	Plan developed	
Present plan to Superintendent and Board of Education.	Program Review Committees	2010-2011	Philosophy and goals presented to Board June 14	
Develop a physical education schedule that fulfills NYS requirements K-12.	Superintendent and Administrators	2010-2011	Schedule at MED reworked for 2010-2011; PE Program review	
Through the capital project, expand the weight room to improve its utility as an instructional station and add aerobic activity.	Superintendent and Board of Education	2010-2011	Capital project	
Utilize fitness room as a PE teaching station.	Physical Education Staff	2011-2012		
Continue participation in underage drinking initiative with Catholic Charities.	Secondary Principals and Staff	2010-2011	Presentation in October Prescription Drug Assemblies at HS	
Explore options for addressing underage drinking at middle school level, through enhancement of DARE program, Capital Charities initiative, or other means.	Middle School Administrators and Staff	2010-2011	October presentation expanded to middle school parents	

Chatham Central School District
STRATEGIC PLAN FOR SCHOOL EXCELLENCE
2010-2015

GOAL I: Provide an educational program that promotes excellence and prepares students for success in the 21st century.				
STRATEGY E: Promote 21st century wellness skills among students.				
Actions	Person(s) Responsible	Year	Milestones	Data Points/Evidence
Develop or add one new fitness based unit to the physical education program at each building.	Physical Education Staff	2011-2012		
Implement the FitnessGram fitness assessment in each building.	Physical Education Staff	2011-2012		
Examine class size and schedule to ensure participation and success during fitness based units, and develop recommendations for improvement if necessary.	Physical Education Staff	2011-2012		
Investigate the use of the PE Profile	Physical Education Staff	2012-2013		
Provide professional development on how to use the PE Profile	Physical Education Staff	2012-2013		
Review curriculum K-4, 5-8, and 9-12 and develop common assessments K-12	Physical Education Staff	2012-2013		
Increase use of Project Adventure in PE program. (See Goal 2)	Physical Education Staff	2011-2015		
Increase use of local foods where practical in the cafeteria program.	Food Service Director	2010-2011		
Increase capacity to reduce waste by providing for increased dishwasher usage.	Superintendent Facilities Committee	2010-2011	HS Kitchen wired for dishwasher in Capital Project	
Create a system for effectively utilizing recycled paper.	Building and Grounds	2010-2011	Contracted with Green Fiber-2009-2010, implemented 2010-2011	
Increase recycling in school buildings	Administrators and Faculty Building and Grounds	2010-2011	MED—4 th grade designed and implemented paper recycling program	
Increase recycling in school buildings	Administrators and HS Government	2011-2012		

Chatham Central School District
STRATEGIC PLAN FOR SCHOOL EXCELLENCE
2010-2015

GOAL II: <i>Develop a school system that has the flexibility to address the learning and developmental needs of individual students.</i>				
STRATEGY A: <i>Review and examine anti-bullying measures and modify as indicated.</i>				
Actions	Person(s) Responsible	Year	Milestones	Data Points/Evidence
Purchase and implement dishwasher and reusable tableware for hs cafeteria	Superintendent, Board & Facilities Committee Food service Department	2012-2013		
Complete a review of the Food Service Program.	Food Service Director Administration Representative Committee	2012-2013		
Form Task Force to study anti-bullying efforts in the District.	Superintendent	2010-2011	Task force formed and meeting	
Study anti-bullying models, programs, and/or strategies.	Anti-Bullying Task Force	2010-2011	Policy Chair and Task Force Chair attended training Developed and administered survey Identified programs and initiatives currently in place Presented / feedback from Strategic Planning March	Anti-Bullying Survey results VADIR Data
Report to the Board of Education and make recommendations.	Anti-Bullying Task Force	2010-2011	June 7 Board meeting	
Review Anti-Bullying survey results and develop specific recommendations to present to Board, including specific attention to cyber-bullying.	Anti-Bullying Task Force	2011-2012		
Develop Anti-Bullying (Dignity for All Students Act) Policy and regulations.	Board, Policy Committee, Superintendent, Administration with input from Anti-Bullying Task Force	2011-2012		

Chatham Central School District
STRATEGIC PLAN FOR SCHOOL EXCELLENCE
2010-2015

GOAL II: *Develop a school system that has the flexibility to address the learning and developmental needs of individual students.*

STRATEGY A: *Review and examine anti-bullying measures and modify as indicated.*

Actions	Person(s) Responsible	Year	Milestones	Data Points/Evidence
Revise Technology related policies and regulations to strengthen provisions to prevent cyber-bullying.	Board, Policy Committee, Superintendent, Administration	2011-2012		
Increase supervision before and after school and in cafeteria and at lunch.	Superintendent Administration	2011-2012		
Increase security of buildings before and after school to prevent unsupervised students/ opportunities to bully	Superintendent Administration	2011-2012		
Reconfigure coaches' offices to provide for better supervision of locker rooms.	Facilities Committee Superintendent	2011-2012		
Select anti-bullying program or model.	Anti-Bullying Task Force	2011-2012		
Implement anti-bullying program or model.	Anti-Bullying Task Force Administration, Faculty, and Staff	2012-2015		

Chatham Central School District
STRATEGIC PLAN FOR SCHOOL EXCELLENCE
2010-2015

GOAL II: <i>Develop a school system that has the flexibility to address the learning and developmental needs of individual students.</i>				
STRATEGY B: <i>Improve the delivery of services to students at either end of the ability spectrum.</i>				
Actions	Person(s) Responsible	Year	Milestones	Data Points/Evidence
Through conference days and after-school offerings, provide teachers with strategies to differentiate based on interests, abilities, and/or learning styles.	Superintendent and Professional Development Committee	2010-2011	October 19 and December 7 Professional Development Days	
Offer workshops and coaching on co-teaching strategies.	Superintendent, Director of Pupil Services and Professional Development Committee	2010-2011	Summer 2010 training Ongoing coaching & training Summer 2011 training for teachers new to program	
Develop enrichment criteria and provide enrichment programming at elementary school.	Elementary Principal and Staff	2010-2011	Developed summer 2010 Implemented September Revising summer 2011, expanding to MS and HS	
Develop AIS criteria and implement for math and ELA at the elementary level.	Elementary Principal and Staff	2010-2011	Implemented Sept 2010 Developing detailed plan at MED & MS Purchasing software to track intervention and results	
Institute co-teaching / inclusion classrooms at the elementary level.	Elementary Principal, Director of Pupil Services, and Staff	2010-2011	Implemented Sept 2010 gr 3 and 4 Continuing 2011-12	
Pilot co-teaching / inclusion classrooms at the secondary level.	Building Principals, Director of Pupil Services, and Staff	2010-2011	Implemented Sept 2010 Expanding to gr 5 & 6, additional HS classes 2011-2012	
Implement Co-Teaching as a part of the continuum of services for students with disabilities.	See Goal I			

Chatham Central School District
STRATEGIC PLAN FOR SCHOOL EXCELLENCE
2010-2015

GOAL II: <i>Develop a school system that has the flexibility to address the learning and developmental needs of individual students.</i>				
STRATEGY B: <i>Improve the delivery of services to students at either end of the ability spectrum.</i>				
Actions	Person(s) Responsible	Year	Milestones	Data Points/Evidence
Through conference days and after-school offerings, provide teachers with strategies to differentiate based on interests, abilities, and/or learning styles.	Superintendent and Professional Development Committee	2010-2011	October 19 Professional Development Day	
Through conference days and after-school offerings, provide teachers with strategies to differentiate based on interests, abilities, and/or learning styles.	Superintendent and Professional Development Committee	2010-2011	October 19 and December 7 Professional Development Days	
Develop and implement programming plans for struggling and highly able students K-12.	See Goal I			
Investigate Universal Pre-Kindergarten options.	MED Principal with Committee	2011-2012		
Develop plan for implementation of Universal Pre-K program and present to Board	MED Principal with Committee	2012-2013		
Implement Universal Pre-K	MED Principal with Committee	2013-2014		
Revise high school schedule to decrease tracking and reduce impact of "singletons."	HS Administration, Guidance, ISL's	2010-2011		
Review building schedules to ensure appropriate amount of academic time on task.	Administration, Guidance, and Faculty	2011-2012		

Chatham Central School District
STRATEGIC PLAN FOR SCHOOL EXCELLENCE
2010-2015

GOAL II: *Develop a school system that has the flexibility to address the learning and developmental needs of individual students.*

STRATEGY B: *Improve the delivery of services to students at either end of the ability spectrum.*

Actions	Person(s) Responsible	Year	Milestones	Data Points/Evidence
Form representative committees of teachers, administrators, parents, and students to review Guidance Services.	Superintendent Program Review Committee	2011-2012		
Initiate a Guidance Plan based on the K-12 Guidance Program Review.	Administration Program Review Committee	2011-2012		
Complete development of a Guidance Plan based on the K-12 Guidance Program Review.	Administration Program Review Committee	2012-2013		
Implement K-12 Guidance Plan	Administration Guidance Department Other Faculty as appropriate	2013-2014		
Form representative committees of teachers, administrators, parents, and students to review Intervention Services.	Superintendent Program Review Committee	2011-2012		
Complete Academic Intervention Services (AIS)/Response to Interventions Plan.	Administration Program Review Committee	2011-2012		
Implement Academic Intervention Services (AIS)/Response to Interventions Plan.	Administration Faculty	2012-2013		
Investigate opportunities to offer academic support and/or enrichment outside the traditional school day and/or year.	Superintendent Administration Faculty	2012-2013		

Chatham Central School District
STRATEGIC PLAN FOR SCHOOL EXCELLENCE
2010-2015

GOAL II: <i>Develop a school system that has the flexibility to address the learning and developmental needs of individual students.</i>				
STRATEGY C: <i>Use data to monitor and improve the ability of the instructional program to meet the needs of all students.</i>				
Actions	Person(s) Responsible	Year	Milestones	Data Points/Evidence
Electronically scan high school assessments and provide feedback to teachers.	High School Administration Director of Pupil Services	2010-2011	Participated in pilot Jan 2011 Scanned results June 2011, provided reports to building administrators and teacher leaders	
Gather and use data focused on specific questions to answer questions and make decisions.	Building Administrators Director of Pupil Services Grade Level and Instructional Team Leaders	2010-2011	Implemented	
Utilize results on NYS assessments to plan program and intervention.	Building Administrators Director of Pupil Services Grade Level and Instructional Team Leaders	2011-2012		
Identify baseline data regarding measures of academic excellence.	Superintendent, Administrators, ISL's	2010-2011	List of measures drafted—being reviewed by IST's, Strategic Planning	
Choose measures of academic excellence and establish baseline using 2010-2011 data.	Superintendent, Administrators, ISL's	2011-2012		
Continue to track data points on identified measures of academic excellence.	Superintendent, Administrators, ISL's	2012-2015		
Choose software to track and target intervention for students at both ends of ability spectrum.	Superintendent, Administrators, Teacher Representatives	2010-2011	Selected and purchased AIMS	
Choose software to analyze student responses and target interventions.	Superintendent, Administrators, Teacher Representatives	2010-2011	Selected and purchased Data Mate	

Chatham Central School District
STRATEGIC PLAN FOR SCHOOL EXCELLENCE
2010-2015

GOAL II: *Develop a school system that has the flexibility to address the learning and developmental needs of individual students.*

STRATEGY C: *Use data to monitor and improve the ability of the instructional program to meet the needs of all students.*

Actions	Person(s) Responsible	Year	Milestones	Data Points/Evidence
Begin implementation of AIMS software.	Director of Pupil Services Building Administrators Intervention Teachers	2011-2012		
Complete implementation of AIMS software.	Director of Pupil Services Building Administrators Intervention Teachers	2012-2013		
Begin implementation of Data Mate software for NYS assessments.	Director of Pupil Services Building Administrators ISL's, Faculty	2011-2012		
Complete implementation of Data Mate software for local assessments.	Director of Pupil Services Building Administrators ISL's, Faculty	2012-2013		
Begin implementation of Data Mate software for local assessments.	Director of Pupil Services Building Administrators ISL's, Faculty	2012-2013		
Complete implementation of Data Mate software for NYS assessments.	Director of Pupil Services Building Administrators ISL's, Faculty	2013-2014		
Select and/or develop assessments for ELA and math 4-8 for use as 20% local measure of student progress for teacher and principal APPR instruments	District	2011-2012		
Select and/or develop assessments for remaining subjects for use as 20% local measure of student progress for teacher and principal APPR instruments	District	2012-2013		

Chatham Central School District
STRATEGIC PLAN FOR SCHOOL EXCELLENCE
2010-2015

GOAL II: *Develop a school system that has the flexibility to address the learning and developmental needs of individual students.*

STRATEGY C: *Use data to monitor and improve the ability of the instructional program to meet the needs of all students.*

Actions	Person(s) Responsible	Year	Milestones	Data Points/Evidence
Through the Getting to Great professional development initiative, train administrators and teacher leaders on best use of data to improve student performance.	Superintendent, Administrators, ISL's	2012-2013		
Through the Getting to Great professional development initiative, train teachers on best use of data to improve student performance.	Superintendent, Administrators, ISL's, Faculty	2013-2014		

Chatham Central School District
STRATEGIC PLAN FOR SCHOOL EXCELLENCE
2010-2015

GOAL II: <i>Develop a school system that has the flexibility to address the learning and developmental needs of individual students.</i>				
STRATEGY D: <i>Expand the opportunities for connections to the community.</i>				
Actions	Person(s) Responsible	Year	Milestones	Data Points/Evidence
Solicit community input regarding 2010-2015 initiatives.	See Goal III			
Institute student member on Board of Education.	Board of Education and High School Administration and Staff	2010-2011	Implemented	
Explore opportunities for expanded mentoring, internships, and use of community members as guest instructors.	Administrators and Staff	2010-2011	MED—HS Helpers, community theater troupe, Jr. Achievement, talk about occupations, other countries, Veterans’ Day, Soil conservation, Hudson River, gardening, expansion of Arbor Day—community recognition, banking & \$\$ <u>CMS</u> —Mentor Program, Service Learning, Martin Luther King Day Assembly, Retired Teacher Volunteers, Fire Prevention Day, Veteran’s Day assembly, Mother-Daughter-Sister-Friend Book Talks, Career Education, Therapy Dog, DARE Program, Parent Volunteers, Oral Histories, Little Brook Horse Rescues <u>CHS</u> -Rebecca McBride, Hiroshima Survivor, Medic—Afghanistan, African Dance Group, NYS Assemblymen, Lincoln Culinary Institute, Soil Expert, Expert—Edna St. Vincent-Milay, Chief Boehme, Trooper Gallo, Health Dept, Planned Parenthood, Shakespeare & Co, Catholic Charities, CGCC, Various Colleges	

Chatham Central School District
STRATEGIC PLAN FOR SCHOOL EXCELLENCE
2010-2015

GOAL II: *Develop a school system that has the flexibility to address the learning and developmental needs of individual students.*

STRATEGY D: *Expand the opportunities for connections to the community.*

Actions	Person(s) Responsible	Year	Milestones	Data Points/Evidence
Connect with the community so students are aware of fitness opportunities in their home communities. Add at least one fitness-based unit planned and/or performed by a community resource provider.	PE Department	2011-2012		
Develop a Physical Education Departmental Website.	PE Department	2011-2012		

Chatham Central School District
STRATEGIC PLAN FOR SCHOOL EXCELLENCE
2010-2015

GOAL II: *Develop a school system that has the flexibility to address the learning and developmental needs of individual students.*

STRATEGY E: *Support an approach to behavior management that is proactive and educational in nature.*

Actions	Person(s) Responsible	Year	Milestones	Data Points/Evidence
Implement revised attendance policy.	Administrators and Staff	2010-2011	Implemented Sept 2010	
Implement revised Code of Conduct.	Administrators and Staff	2010-2011	Implemented Sept 2010	
Study supervision before and after school and adjust as needed.	Superintendent and Administrators	2010-2011	Increased supervision before and after school	
Revise bus mentor selection and training to include bus drivers.	Middle School Counseling and Transportation Staff	2010-2011	Summer 2010	
Coordinate character education program K-12.	Administrators Character Education Committee	2010-2011	Committee met and worked together.	
Define character education as it applies to 21 st century learning.	Character Education Committee 21 st Century Learning Task Force	2010-2011	6 pillars incorporated in 21 st century model.	
Incorporate Service Learning as an option for extending the learning of highly able students.	Enrichment Teachers	2011-2012		

Chatham Central School District
STRATEGIC PLAN FOR SCHOOL EXCELLENCE
2010-2015

GOAL III: <i>Develop and support leadership at every level that promotes a positive school culture and supports student achievement.</i>				
STRATEGY A: <i>Increase leadership and involvement of students.</i>				
Actions	Person(s) Responsible	Year	Milestones	Data Points/Evidence
Implement student representative on Board of Education.	Board of Education and High School Administration and Staff	2010-2011	Implemented	
Increase student membership on Strategic Planning Team.	Middle and High School Administration and Staff	2010-2011	New members added	
Include student members whenever appropriate on District committees and work groups.	Middle and High School Administration and Staff	2010-2011	Student members on many groups	
Work with student governments to increase meaningful participation by students in District initiatives.	Building Administrators Student Government	2011-2012		
Explore more formal role of student organizations and/or groups in providing input on District initiatives.	Building Administrators Student Government	2011-2012		
Continue current leadership initiatives at Middle School and High School (NCBI, peer mentoring, etc.)	Middle and High School Administration and Staff	2010-2011	Continuing Elementary Peacemakers	
Expand role of high school student government in decision-making.	High School Principal, Student Government advisor, Student Government Members	2010-2011	Monthly meetings between faculty and students Monthly meetings with principal and student leaders Meeting regarding food service	
Develop leadership role and responsibilities of athletic team captains.	Athletic Director, Coaches, Team Captains	2010-2011	Attended training CHS taking lead in Section initiative	
Work with student groups to identify strategies to increase student participation.	Building Administration	2011-2012		

Chatham Central School District
STRATEGIC PLAN FOR SCHOOL EXCELLENCE
2010-2015

GOAL III: *Develop and support leadership at every level that promotes a positive school culture and supports student achievement.*

STRATEGY A: *Increase leadership and involvement of students.*

Actions	Person(s) Responsible	Year	Milestones	Data Points/Evidence
Develop means of recognizing students who demonstrate leadership and/or participate in District committees	Superintendent Administrators	2012-2013		
Catalog and publish leadership opportunities for students.	Superintendent and Administrators	2012-2013		
Investigate the feasibility of re-establishing the high and low elements ropes course used for project adventure	Physical Education Staff	2011-2012		
Integrate project adventure related games and activities into the curriculum	Physical Education Staff	2012-2013		
Begin teacher certification for project adventure	Physical Education Staff	2013-2014		

Chatham Central School District
STRATEGIC PLAN FOR SCHOOL EXCELLENCE
2010-2015

GOAL III: *Develop and support leadership at every level that promotes a positive school culture and supports student achievement.*

STRATEGY B: *Increase leadership and involvement of teachers and staff.*

Actions	Person(s) Responsible	Year	Milestones	Data Points/Evidence
Form a representative committee to revise the current teacher leadership structure.	District and CCSTA	2010-2011	Topic in Negotiations	
Provide training and support to Instructional Study Team Leaders through monthly meetings and release time	Superintendent	2010-2015	Monthly meetings have occurred Training for new people in best agenda and meeting practices	
Formalize the role of IST to provide input on instructional initiatives.	Superintendent, Administrators, and ISL's.	2010-2011	21 st century learning model Measures of Excellence Professional Development Survey	
Regularly utilize IST and grade level teams to provide input and feedback on District initiatives.	Superintendent, Administrators, and ISL's.	2011-2015		
Identify and mentor teachers who are seeking or have earned administrative certification, and mentor as appropriate.	Superintendent and Administrators	2010-2011	Identified with principals teachers who are certified admin or interested Training in best agenda and meeting practices Follow-up mtgs between supt and all leaders Leaders have presented at Strategic Planning and BOE	

Chatham Central School District
STRATEGIC PLAN FOR SCHOOL EXCELLENCE
2010-2015

GOAL III: <i>Develop and support leadership at every level that promotes a positive school culture and supports student achievement.</i>				
STRATEGY B: <i>Increase leadership and involvement of teachers and staff.</i>				
Actions	Person(s) Responsible	Year	Milestones	Data Points/Evidence
Provide these individuals with opportunities for involvement and leadership on District and building initiatives.	Superintendent and Administrators	2010-2011	Encouraged to participate on or chair committees— Technology Professional Development ELA Program Review Mentor Committee Anti-Bullying 21 st Century Learning PE Program review	
Continue to identify and train teachers interested in leadership and provide opportunities for involvement and leadership on District and building initiatives.	Superintendent and Administrators	2011-2012		
Publish opportunities and participation and accomplishments of teacher leadership.	Superintendent and Administrators	2012-2015		
Implement Dean of Students positions as teacher leader opportunities.	Superintendent and Administrators	2011-2012		
Include support staff on District committees and work groups where appropriate.	Superintendent and Supervisors	2010-2011	Bus drivers, custodians, food service, TAs Survey for anti-bullying	
Develop specific targeted plan for Teaching Assistant professional development.	Superintendent Professional Development Committee Representative TA's	2010-2011	Specific plan incorporated in Professional Development Plan	

Chatham Central School District
STRATEGIC PLAN FOR SCHOOL EXCELLENCE
2010-2015

GOAL III: *Develop and support leadership at every level that promotes a positive school culture and supports student achievement.*

STRATEGY B: *Increase leadership and involvement of teachers and staff.*

Actions	Person(s) Responsible	Year	Milestones	Data Points/Evidence
Implement specific targeted plan for Teaching Assistant professional development.	Superintendent Professional Development Committee	2011-2012		
Implement specific Monday meeting agenda facilitated by TA's for developing and sharing best practices among teaching assistants.	Superintendent, Administrators, and Teaching Assistants	2011-2012		
Revise MED teacher leadership structure to be more appropriate to elementary program needs.	Administration CCSTA	2010-2011	Revised structure developed for 2011-2012 school year.	
Implement revised MED teacher leadership structure.	MED Administration and Faculty	2011-2012		
Revise K-12 teacher leadership structure to be more appropriate to program needs.	Administration CCSTA	2011-2012		
Implement revised K-12 teacher leadership structure.	Administration and Faculty	2012-2013		
Through project adventure, offer team building activities for faculty and staff	Physical Education Staff	2013-2014		

Chatham Central School District
STRATEGIC PLAN FOR SCHOOL EXCELLENCE
2010-2015

GOAL III: <i>Develop and support leadership at every level that promotes a positive school culture and supports student achievement.</i>				
STRATEGY C: <i>Increase involvement of parents and community members.</i>				
Actions	Person(s) Responsible	Year	Milestones	Data Points/Evidence
Include community members on program reviews and other work groups as appropriate.	Superintendent, Administration	2010-2011	All groups include community/parents	
Increase role of community members in strategic planning.	Superintendent, Strategic Planning Committee	2010-2011	Expanded list of key communicators New community members on Strategic Planning	
Increase role of community members in District initiatives through use of updated key communicators list.	Superintendent	2011-2012		
Solicit community input on District initiatives through greater use of the website.	Superintendent BOCES Communication Specialist	2011-2012		
Solicit community input on District initiatives through greater use of a District Facebook page.	Superintendent BOCES Communication Specialist	2011-2012		
Pursue the opportunity to host a booth at events such as the Chatham Street Fair and Columbia County Fair.	Board of Education	2010-2011	Reached out to student government, in progress Approached by CPLAC to participate	
Host booth at 2011 Columbia County Fair manned by Board members, administrators, faculty and students.	Board of Education BOCES Communication Specialist Administrators, Faculty	2011-2012		
Identify community events in each township and explore opportunities to host booth at these events.	Board of Education	2011-2012		

Chatham Central School District
STRATEGIC PLAN FOR SCHOOL EXCELLENCE
2010-2015

GOAL III: <i>Develop and support leadership at every level that promotes a positive school culture and supports student achievement.</i>				
STRATEGY D: <i>Increase leadership and involvement of administrators.</i>				
Actions	Person(s) Responsible	Year	Milestones	Data Points/Evidence
Develop initiatives and activities at building level to support District goals.	Building Principals and Staff	2010-2015	Daily 5 (MED) Academic Opportunity (MS) Co-Teaching (HS & MED) Community Speakers Character Education Phase 1 Proposals Cyber-Bullying Program ELA & Math Initiatives Algebra Class (HS)	
Report on building activities related to District goals to Board of Education.	Building Principals	2010-2015	Each building has presented— academics & student leadership	
Participate on District-wide committees and initiatives.	Superintendent and Administrators	2010-2015	Representatives on each committee	
Meet as Administrators, Principals, and Full Administrative Team to Continue K-12 Planning and Coordination	Superintendent and Administrators	2010-2015	Meetings are occurring 2-3 times per month	
Pursue Administrative Staff Development on Leadership Behaviors that Support Student Achievement	Superintendent and Administrators	2010-2015	Questar III Principals Mtgs Conferences and Training through professional orgs & BOCES Administrative Mentoring Summer Institute	
Develop and implement the new APPR/principal evaluation system.	See Goal I			
Implement new APPR for principals and directors of ELA and math in grades 4-8 as identified by NYS regulation.	District	2011-2012		

Chatham Central School District
STRATEGIC PLAN FOR SCHOOL EXCELLENCE
2010-2015

GOAL III: *Develop and support leadership at every level that promotes a positive school culture and supports student achievement.*

STRATEGY D: *Increase leadership and involvement of administrators.*

Actions	Person(s) Responsible	Year	Milestones	Data Points/Evidence
Implement new APPR for all administrators.	District	2012-2013		

Chatham Central School District
STRATEGIC PLAN FOR SCHOOL EXCELLENCE
2010-2015

GOAL IV: *Develop a culture of long range planning that supports continuous improvement while addressing the impact of declining enrollment and economically challenging times.*

STRATEGY A: *Implement a 5 year cycle of program review to improve instructional program.*

Actions	Person(s) Responsible	Year	Milestones	Data Points/Evidence
Complete program reviews of English Language arts and Physical Education.	Superintendent Program Review Committees	2010-2011	Preliminary reports completed and presented to Board June 2011	
Conclude program reviews of English Language arts and Physical Education.	Program Review Committees	2011-2012		
Form representative committees of teachers, administrators, parents, and students to review Guidance and counseling Services, Mathematics, Languages Other than English, and Academic Intervention and Pre-Referral Services.	Superintendent Program Review Committees	2011-2012		
Form representative committees of teachers, administrators, parents, and students to review Science, Music, Computer Science, and Library Media Studies.	Superintendent Program Review Committees	2012-2013		
Form representative committees of teachers, administrators, parents, and students to review programming for Highly Able Students, Athletics, Special Education Services, and Extra-Curricular Activities.	Superintendent Program Review Committees	2013-2014		
Form representative committees of teachers, administrators, parents, and students to review Social Studies, Art, and Pupil Personnel Services, and English as a second Language.	Superintendent Program Review Committees	2014-2015		

Chatham Central School District
STRATEGIC PLAN FOR SCHOOL EXCELLENCE
2010-2015

GOAL IV: *Develop a culture of long range planning that supports continuous improvement while addressing the impact of declining enrollment and economically challenging times.*

STRATEGY A: *Implement a 5 year cycle of program review to improve instructional program.*

Actions	Person(s) Responsible	Year	Milestones	Data Points/Evidence
Form representative committees of teachers, administrators, parents, and students to review English Language Arts, Physical Education, Business Education, Family and Consumer Science, Technology Education.		2015-2016		

Chatham Central School District
STRATEGIC PLAN FOR SCHOOL EXCELLENCE
2010-2015

GOAL IV: *Develop a culture of long range planning that supports continuous improvement while addressing the impact of declining enrollment and economically challenging times.*

STRATEGY B: *Develop long-term plans to meet NYSED requirements and to assist with planning and budgeting for all departments.*

Actions	Person(s) Responsible	Year	Milestones	Data Points/Evidence
Develop and present Equipment Replacement Plan to Board of Education.	Supt. Of Buildings and Grounds	2010-2011	Presented to BOE in January	
Explore alternatives to current bus and suburban models and sizes.	Transportation Supervisor	2010-2011	In progress Updated bus replacement plan	
Develop and present Bus Replacement Plan to Board of Education.	Transportation Supervisor	2010-2011		
Explore options for promoting Chatham as a desirable educational option for parents. Possibilities include public relations, open houses, etc.	Superintendent, Administrators, and Board of Education	2010-2011	Revision to web site Continue developing newsletters Academic or program pieces to newspapers planned Increase in communication specialist services next year	
Develop an action plan based on the 5 year Building Condition Survey.	Facilities Committee	2011-2012		
Develop a 5 year Financial Plan based on revenue projections and needs.	Business Administrator	2011-2012		
Update NYS Technology Plan.	Expanded Technology Committee	2011-2012		
Update NYS Shared Decision-Making Plan.	Strategic Planning Committee and Biennial Review Committee	2011-2012		
Revise Teacher Mentor Plan.	Mentor Steering Committee	2011-2012		
Develop AIS Plan based on program review.	Superintendent, Administrators and Faculty	2010-2012		
Develop Programming Plan for Highly Able Students.	Superintendent Curriculum Writers	2011-2012		

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GOAL IV: *Develop a culture of long range planning that supports continuous improvement while addressing the impact of declining enrollment and economically challenging times.*

STRATEGY C: *Continue to explore opportunities for efficiency, shared services, functional consolidation, and/or merger.*

Actions	Person(s) Responsible	Year	Milestones	Data Points/Evidence
Continue to network through Bi-County School Boards Association.	Board of Education	2010-2011	BCSBA not meeting Communicating and collaborating with other Boards as practical Attending BOCES Board events Initiating meeting with area superintendents and Board members to discuss consolidation, shared services—1 st meeting June 14	
Work with other districts to deliver services and program through shared services whenever possible.	Superintendent and Board of Education	2010-2011	Pursued opportunities Looking at academic coursework opportunities-- ICC Meeting—shared electives Meeting with area superintendents June 17 Meeting with area superintendents and Board of Education reps in July	
Continue to work with other districts to deliver services and program through shared services, functional consolidation, and/or merger whenever possible.	Superintendent and Board of Education	2011-2012		
Explore piloting shared electives with one or more neighboring districts.	Superintendent and HS Administration	2011-2012		
Participate in Questar III information sessions involving financial planning and shared services.	Superintendent and Board of Education	2011-2012		

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GOAL IV: *Develop a culture of long range planning that supports continuous improvement while addressing the impact of declining enrollment and economically challenging times.*

STRATEGY D: *Develop an integrated Strategic Plan that drives programmatic, financial and operational planning.*

Actions	Person(s) Responsible	Year	Milestones	Data Points/Evidence
Include milestones in strategic Plan	Superintendent	2010-2011	Milestones updated 3 times	
Review Mission Statement in contest of 21 st Century definition and instructional model.	Strategic Planning Committee	2010-2011-	June 2011 meeting—decided to include 21 st century model in Strategic Plan and revise mission and beliefs.	
Revise Mission Statement, Belief Statements, Strategies, and Objectives as needed.	Strategic Planning Committee	2011-2012		
Reformat program review and strategic plan format to include long range plans.	Administration Strategic Planning Committee	2011-2012		
Integrate recommendations from other plans into Strategic Plan.	Administration Strategic Planning Committee	2011-2012		
Reformat program review and strategic plan format to include data points and evidence.	Administration Strategic Planning Committee	2011-2012		
Analyze Strategic Plan to determine impact on finances, facilities, and staffing.	Administration	2011-2012		
Develop long-term financial plan based on revenue projections and anticipated program and operational needs.	Superintendent Business Administrator Board of Education	2011-2012		
Continue to revise and update Strategic and financial plans as needed.	Administration Strategic Planning Committee	2012-2015		

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GOAL IV: *Develop a culture of long range planning that supports continuous improvement while addressing the impact of declining enrollment and economically challenging times.*

STRATEGY E: *Examine and plan for the impact of declining enrollment on facilities and program. Utilize resulting efficiencies to support programmatic goals.*

Actions	Person(s) Responsible	Year	Milestones	Data Points/Evidence
Plan Facilities Study to examine feasibility of consolidating from 3 to 2 buildings.	Superintendent and Board of Education	2010-2011	Board committed to study Feb 2011	
Configure current capital project to allow for flexibility to accommodate any plan or recommendation.	Superintendent and Facilities Committee	2010-2011	Ongoing	
Analyze long term plans, program reviews, and programmatic initiatives to identify impact on staffing, facilities, and budget.	Superintendent Administrators Various Committees and Task Forces	2011-2015		
Appoint consultant(s) to conduct Facilities Study to examine feasibility of consolidating from 3 to 2 buildings.	Superintendent and Board of Education	2011-2012	Interviewed consultants Aug 2011	
Hold Town Hall meetings, community forums, and/or use other means to communicate and receive feedback on results of Facilities Study.	Superintendent and Board of Education	2011-2012		
Develop recommendation based on results of Facilities Study and feedback from community.	Superintendent and Board of Education	2011-2012		
Participate in BOCES financial training sessions to explore regional and shared programmatic, transportation and back office services.	Superintendent, Business Administrator, and Board of Education	2011-2012		
Through budget process continue to identify efficiencies in staffing, transportation, and other areas.	Superintendent, Business Administrator, and Board of Education	2010-2015	Eliminated 2 bus runs 2010-11 Utilized attrition to support new enrichment positions 2011-12	

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GLOSSARY

The following are acronyms and/or terms used in the Strategic Plan.

IST	Instructional Study Team—a group of Chatham teachers and teaching assistants, organized by subject area, who meet regularly throughout the school year to focus on curricular and instructional topics.	AIS	Academic Intervention Services—academic and support provided as a supplement to core instruction to help students overcome barriers to achieving standards.
ISL	Instructional Study Team Leader—Teacher appointed to lead and facilitate the work of an Instructional Study Team.	Inquiry Team	A group of teachers who examine student work in order to strengthen instructional strategies
ELA	English Language Arts—Includes reading, writing, speaking, and listening	MLP	My Learning Plan—web-based software for requesting and recording professional development activities
PE	Physical Education—regular day instruction, not including athletics	PD	Professional Development
CCSTA	Chatham Central Schools Teachers’ Association—collective bargaining unit for Chatham teachers and teaching assistants	RTTT	Race to the Top
APPR	Annual Professional Performance Review—Plan for reviewing teacher performance based on criteria identified by NYSED	FTE	Full Time Equivalent, a staffing term describing the percentage of time a person is employed. A full time person is 1.0 FTE, half time is .5FTE, etc.
NYSED	New York State Education Department	TA	Teaching Assistant
PDP	Professional Development Plan developed annually by a District Professional Development Committee, based on data regarding student achievement	Academic Team Time	A time in the academic schedule when all students on an academic team are available. The classroom teachers and the academic support teachers are also available. This time can be used for extra help, enrichment, etc.

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GLOSSARY

The following are acronyms and/or terms used in the Strategic Plan.

Co-Teaching	A model where services for students with disabilities are delivered in the regular classroom. Special education and regular education faculty share planning and teaching responsibilities.		
Consultant Teaching	A model where a special education teacher “pushes” in to a regular classroom to provide services to students.		
AST	Academic Support Teacher—a now discontinued model where 1 special education teacher assigned to a grade level provided all special ed, remediation and enrichment		
RTI	Response to Intervention—a model in which interventions are provided to students who struggle academically, and data is collected on their effectiveness. When an intervention is unsuccessful in improving student achievement, a more intensive intervention is tried. This process is part of the process of identifying students with disabilities.		
Heterogeneous	Class arrangement where students of mixed abilities are grouped together.		
Homogeneous	Class arrangement where students of similar ability are grouped together.		