

**Coventry Public Schools Strategic Plan
2008 – 2011**

Coventry School Department

Strategic Plan

Goals, Actions, Targets

Revised - May, 2008

Coventry Public Schools Strategic Plan 2008 – 2011

Process: Coventry Schools engaged administrators, teachers, parents, students, Town leaders and the general public in a series of discussions leading to elements of a Strategic Plan. The ideas for improving the quality of education in Coventry coalesced into six priority areas which aligned with the Rhode Island Department of Education seven recommended strategies. Each sub-group meeting re-affirmed the comprehensiveness of the six inter-related strategies which represent a focusing on improving *instruction* (improving student achievement, addressing diversity and curriculum reform) and *instructional support systems* (community engagement, safe & supportive learning environments and adequacy of fiscal & human resources). Practices of cost efficiency, effective hiring and supervision, professional development and parent engagement are embedded within each of the six strategies identified below. Each strategy is presented as a statement of expectations, a goal, actions, lead agents and expectations for achievement of the strategies.

The Mission of Coventry Schools

The mission of Coventry Schools is to prepare all students to lead productive lives in a global society by providing a high quality, standards-based education for all students in an environment based upon respect, trust, and ethical and responsible behavior.

The Vision of Coventry Schools

Coventry Public Schools provide an environment where students are meeting and exceeding standards in an atmosphere that fosters and values individual talents. We stress clear communication to share information community wide, seek to improve student transition from school to school, and provide an outreach process for families. Our academic support services are extensive in their abilities to provide time necessary for students, teachers, and social service agencies to assist in the complete development of students. Technology serves to improve instruction by our faculty and the learning of our students as well as ease the managerial burdens of the district. Our facilities provide a safe environment to support the instruction and curriculum delivered. All members of our school community are full participants in the evaluation of their performance with the single aim of improvement.

GOALS/OBJECTIVES

1. All schools in Coventry will achieve and maintain the status of high performing on the State Report Card of school performance. (NCLB indicators)
2. Students will demonstrate progress towards proficiency in English/language arts and mathematics standards as demonstrated by trend lines of performance of all subgroups that are continually rising and converging. (All Subgroups exceeding AMO in State defined content areas)
3. Coventry's instructional practices will address learner diversity through a flexible standards-based curriculum, access to effective resources and technologies and research-based practices of personalization, differentiation and integration.
4. Parents and community members will be engaged in decision-making to promote high performance of student achievement through school improvement efforts.
5. Coventry will continue to maintain and support a safe and effective school environment to promote healthy life styles among all students.

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Strategy 1: Coventry Public Schools will maintain a priority focus on improved student achievement

1. **Improve Coventry’s Early Readiness Program PK-2**
2. **Design & Implement Effective Transition Plans:
Elementary/Middle, Middle/High, High/Career Tech, High/Post Secondary & World of Work**
3. **Ensure the Successful Graduation of Every Student From Coventry High School**
4. **Demonstrate Continuous Improvement in Student Achievement in Core Content Areas PK-12**

Action Areas: We believe we can achieve this strategy by focusing on the follow areas:

Strategy 1: Coventry Public Schools will maintain a priority focus on improved student achievement			
ACTIONS	PERSON(S) RESPONSIBLE	TIMELINE	INDICATORS OF ACCOMPLISHMENT
1. Improve Coventry’s Early Readiness Program PK-2			
<ul style="list-style-type: none"> • Ensure that all children are independent readers by Grade 2 through guided reading practices, leveled books and an integrated phonics program based on validated research. 	Principals, Reading Specialists, Classroom Teachers	2008-2009 On-Going	95% Success Rate on Local Assessment, Exceeding AMO in Reading by All Subgroups
<ul style="list-style-type: none"> • Increase parental /pre-parental education (See Strategy #4) 	Parent Coordinator	On-Going	Parent Participation
<ul style="list-style-type: none"> • Provide professional development to address the specific needs of early learners 	Asst. Superintendent, Principals		Teacher Practices, Student Achievement
<ul style="list-style-type: none"> • Collaborate with other agencies to expand Pre-K and/or All-Day Kindergarten options. 	Ass. Superintendent, Special Education Director	Spring, 2009	Partnerships with Agencies for Collaborative Programs
<ul style="list-style-type: none"> • Consolidate Early Childhood Services Under a Coordinator 	Early Childhood Coordinator	Fall, 2009	Coordinator Position
<ul style="list-style-type: none"> • Attain National Accreditation for All Schools (NAEYC) 	Principals	2009-2011	Accreditation
2. Design Effective Transition Plans - PK-12 to Post Secondary			
<ul style="list-style-type: none"> • Re-Design the Career & Tech Program to meet PBGR and Workforce Readiness Priorities 	Career & Tech Director, Asst. Superintendent	2008-2009	Increased Participation Rates, Program Alignment
<ul style="list-style-type: none"> • Increase parental and pre-parental education 	ULSS Director, Parent Coordinator	On-Going	Participation
<ul style="list-style-type: none"> • Improve Parental & Student Readiness for Grade Level Transitions • Develop a Social/Cultural Transition Instructional Unit/Series for Grade 5 and Grade 8 Students 	Asst. Superintendent, Principals, Classroom Teachers	2008-2009 2009-2010	Programs, Success Rates, Student and Parent Surveys
<ul style="list-style-type: none"> • Provide Field Trips and Experiences to Develop Student Awareness of Higher Educational Opportunities 	Principals, College Liaisons, PTA’s	Fall, 2009 and On-Going	Schedule of Visits, College Attendance Rates

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Strategy 1: Coventry Public Schools will maintain a priority focus on improved student achievement
(Cont'd)

1. **Improve Coventry's Early Readiness Program PK-2**
2. **Design & Implement Effective Transition Plans:**
Elementary/Middle, Middle/High, High/Career Tech, High/Post Secondary & World of Work
3. **Ensure the Successful Graduation of Every Student From Coventry High School**
4. **Demonstrate Continuous Improvement in Student Achievement in Core Content Areas PK-12**

Action Areas: We believe we can achieve this strategy by focusing on the follow areas:

ACTIONS	PERSON(S) RESPONSIBLE	TIMELINE	INDICATORS OF ACCOMPLISHMENT
3. Ensure the Successful Graduation of Every Student at CHS			
<ul style="list-style-type: none"> • Improve and develop the PBGR system 	CHS PBGR Coordinators, Principal, Asst. Superintendent	2008-2009	State Endorsement
<ul style="list-style-type: none"> • Establish Multiple, Alternative Pathways for Student Success – See Strategy #4-5 	Asst. Superintendent – ULSS, Principals, Coordinators	On-Going	Promotion Rates, Programs
<ul style="list-style-type: none"> • Implement Responsive Discipline and Attendance Support Systems (See Strategy #2) 	Principals	2008-2009	Reduction in Discipline Referrals and Higher Attendance
<ul style="list-style-type: none"> • Improve Parent Access to Student Performance Indicators 	Principals	Spring, 2009	Parent Surveys
<ul style="list-style-type: none"> • Establish a Pro-Active Dropout Prevention Program 	Director Student Services, Truant Officer, Counselors, Social Workers, Town Human Services	Develop 2008-2009 Implement 2009	Graduation Rates, Student Recovery Data
4. Ensure Continuous Improvement in Student Achievement PK-12			
<ul style="list-style-type: none"> • Demonstrate continued improvement - State Test performance 	Asst. Superintendent, Principals, Coordinators	2008-2009 On-Going	Sub-Group Progress, State AMO Indicators
<ul style="list-style-type: none"> • Implement Student-Led Portfolios District-wide (See 4-4) 	Principals	Implement in 2009-2010	Participation Rates
<ul style="list-style-type: none"> • Prepare Parents Annually for Curriculum Transitions/Stages 	Principals, Classroom Teachers	On-Going	Parent Surveys

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Strategy 2: Coventry Public Schools will Address Learner Diversity Through Interventions & Practices Based on Data Analysis.

1. Improve Opportunities to Learn to Promote the Success of Diverse Learners and to Address Diverse Learning Styles
2. Increase and Improve Access to Technology for Instruction, Learning and Data Analysis to Promote Student Achievement
3. Align Instruction & Interventions based on Student Progress on State Assessments Using Disaggregated Data & Cohort Studies

Action Areas: We believe we can achieve this strategy by focusing on the follow areas:

Strategy 2: Coventry Public Schools will Address Learner Diversity Through Interventions & Practices Based on Data Analysis.			
ACTIONS	PERSON(S) RESPONSIBLE	TIMELINE	INDICATORS OF ACCOMPLISHMENT
1. Improve Opportunities to Learn to Promote the Success of Diverse Learners			
<ul style="list-style-type: none"> • Establish & implement a 5-year ULSS Strategic Plan (Unified Learning Support Services) to address needs of diverse learners 	Assistant Superintendent (ULSS)	2007-08 School Year (Establish) 2009-2012 (Implement)	Completed Strategic Plan for ULSS (Document)
<ul style="list-style-type: none"> • Incorporate Response to Intervention (RtI) consistently across all schools, K-12 	Assistant Superintendent (ULSS)	Refer to ULSS Strategic Plan	Refer to ULSS Strategic Plan
2. Increase and Improve Access to Technology for Instruction, Learning and Data Analysis			
<ul style="list-style-type: none"> • Increase availability of assistive technology as an instructional tool for all learners 	Assistant Superintendent (ULSS); District Strategic Planning Committee for ULSS	Refer to ULSS Strategic Plan	Refer to ULSS Strategic Plan
<ul style="list-style-type: none"> • Provide Professional Development to address the specific technology needs of all learners 	Assistant Superintendent (ULSS); District Strategic Planning Committee for ULSS	Ongoing	PD Series
<ul style="list-style-type: none"> • Secure technology-based data collection/reporting system for the district 	Assistant Superintendents	By September, 2008	System secured and utilized as data collection/reporting system
<ul style="list-style-type: none"> • Provide Professional Development/Training on use of technology-based data collection/reporting system 	Assistant Superintendents	By September, 2008 and ongoing	PD Series

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Strategy 2: Coventry Public Schools will Address Learner Diversity Through Interventions & Practices Based on Data Analysis.
(Cont'd)

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2. **Increase and Improve Access to Technology for Instruction, Learning and Data Analysis to Promote Student Achievement**
3. **Align Instruction & Interventions based on Student Progress on State Assessments Using Disaggregated Data & Cohort Studies**

Action Areas: We believe we can achieve this strategy by focusing on the follow areas:

ACTIONS	PERSON(S) RESPONSIBLE	TIMELINE	INDICATORS OF ACCOMPLISHMENT
3. Align Instruction & Interventions based on Student Progress on State & Local Assessments Using Disaggregated Data	Assistant Superintendents	Yearly, upon receipt of State/Local results	Gap analysis completed yearly
<ul style="list-style-type: none"> • Conduct yearly gap analysis of district curriculum verses State assessment data 	Assistant Superintendent (Instruction) Data Team	Yearly	Data digs completed annually
<ul style="list-style-type: none"> • Conduct school-specific gap analysis (data digs) of annual State/Local assessment data 	Assistant Superintendent-Instruction Principals, School Teams	Yearly	Data digs completed annually
<ul style="list-style-type: none"> • Continue curriculum revision cycle to address identified gaps 	Assistant Superintendent (Instruction)	Yearly according to revision cycle	Revised curriculum based on identified needs (data)
<ul style="list-style-type: none"> • Develop bank of available scientifically-based interventions for all staff to address learning needs of all students 	Assistant Superintendent (ULSS); District Strategic Planning Committee for ULSS	Summer, 2008 and ongoing	Bank of interventions developed and utilized at each school

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Strategy 3: Coventry Public Schools will Ensure a High Quality Curriculum Aligned to State Standards and Workforce Expectations Supported by Assessments That Inform Students, Staff and Families of Progress Towards Mastery of High Standards.

1. Embed Literacy Instruction PK-12 Across Content Areas
2. Maintain a Curriculum Review Cycle That Ensures Alignment to State and National Expectations (Including GLE/GSE and State Testing)
3. Infuse Technology Applications into Curriculum, Instruction and Assessments
4. Enrich the Curriculum Through Programs That Extend Learning - Arts, Health, Service Learning, Career, Co-Curricula, Athletics

Action Areas: We believe we can achieve this strategy by focusing on the follow areas:

<u>Strategy 3:</u> Coventry Public Schools will Ensure a High Quality Curriculum Aligned to State Standards and Workforce Expectations Supported by Assessments That Inform Students, Staff and Families of Progress Towards Mastery of High Standards.			
ACTIONS	PERSON(S) RESPONSIBLE	TIMELINE	INDICATORS OF ACCOMPLISHMENT
1. Embed Literacy Instruction PK-12 Across Content Areas			
<ul style="list-style-type: none"> • Articulate expectations between transitional grades (5 & 8) to staff, students and families 	Assistant Superintendent and Elementary/Middle School Committee	Fall, 2009	SALT Survey will show positive increase in student adjustment to new schools.
<ul style="list-style-type: none"> • Provide parental education on expectations of student Literacy 	Elementary Principals/Asst. Superintendents/Reading Teachers	Spring, 2009	SALT Survey will show positive support for program and services
<ul style="list-style-type: none"> • Provide professional development on balanced lit-eracy and content integration at the elementary level 	Curriculum Council/ ELA	Refer to ULSS Strategic Plan	Increased level of student achievement on annual NECAP
<ul style="list-style-type: none"> • Embed literacy strategies in content areas at the middle and high school level 	Curriculum Coordinators	Refer to ULSS Strategic Plan	Increased level of student achievement on annual NECAP
2. Maintain a Curriculum Review Cycle That Ensures Alignment to Local, State and National Expectations (Including GLE/GSE and State Testing)			
<ul style="list-style-type: none"> • Maintain Curriculum Review Cycle (See Attached) 	Assistant Superintendent, Curriculum Council	2008-2012 as per cycle in plan	Updated Curricula mapped to GSE/GLEs with Common Tasks and Benchmark Assessments
<ul style="list-style-type: none"> • Collect & Analyze State testing data to review progress and correlation of curriculum 	Assistant Superintendent, Curriculum Council	Ongoing	Improved Student Achievement
<ul style="list-style-type: none"> • Align professional development to curriculum implementation cycle 	Assistant Superintendent, Curriculum Council	2008-2012 as per cycle in plan	Teachers implementing curricula documents on an on-going basis, noted on individual teacher evaluations.

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4. Enrich the Curriculum Through Programs That Extend Learning - Arts, Health, Service Learning, Career, Co-Curricula, Athletics

Action Areas: We believe we can achieve this strategy by focusing on the follow areas:

ACTIONS	PERSON(S) RESPONSIBLE	TIMELINE	INDICATORS OF ACCOMPLISHMENT
3. Infuse Technology Applications into Curriculum, Instruction and Assessments			
<ul style="list-style-type: none"> • Implement the District Technology Plan 	Technology Committee	2009-2012	Plan Implemented
<ul style="list-style-type: none"> • Upgrade schools with current technology tools as defined in District Technology Plan 	Assistant Superintendent (Instruction), Principals	Yearly	Each school will have stations in line with the 5:1 student to Computer ratio
<ul style="list-style-type: none"> • Provide professional development for teachers on technology integration in instructional areas • Establish on-line course work opportunities for teachers • Establish distance learning opportunities for students such as ramp up, skill based, on-line courses 	Assistant Superintendent (Instruction) and School Improvement Teams	2008 - Ongoing	Teachers and teaching assistants will participate in workshops and complete on-line courses provided by the District Students will use technology seamlessly throughout any average school day
<ul style="list-style-type: none"> • Establish distance learning opportunities for students such as ramp up, skill based, on-line courses 	Assistant Superintendent (Instruction)	Begin – Fall, 2009	Students will use technology seamlessly throughout any average school day
4. Enrich the Curriculum Through Programs That Extend Learning - Arts, Health, Service Learning, Career Ed., Co-Curricula, Athletics			
<ul style="list-style-type: none"> • Create extended day programs for students • Recruit parent volunteers and community members to provide these opportunities • Create partnerships with local businesses and colleges to fund extended learning opportunities 	Curriculum Council	Fall, 2008	Volunteers/Parents will be involved in after-school activities
<ul style="list-style-type: none"> • Expand service learning to all schools 	Building level development, through School	Spring 2009	Local businesses involved in Service Learning. Each school will present service learning outcomes
<ul style="list-style-type: none"> • Investigate alternative funding sources to provide these opportunities. 	Central Office/Building Principals	Begin Spring 2007 - Ongoing	Sustainable alternate funding will supplement the local budget.

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Strategy 4: Coventry Public Schools will Engage Families and the Community in School Improvement Efforts and Support for Student Achievement.

1. Establish Effective Communication Systems With Parents & Families
2. Design & Implement Effective Parent Education Programs
3. Engage the Community in a Variety of Ways – Volunteers, Support, Service Learning, Student Work Reviews, School Improvement
4. Engage Students in Decisions – Student Lead Portfolio's, Committees, etc.
5. Improve School Culture and Climate

Action Areas: We believe we can achieve this strategy by focusing on the follow areas:

ACTIONS	PERSON(S) RESPONSIBLE	TIMELINE	INDICATORS OF ACCOMPLISHMENT
1. Establish Effective Communication With Parents & Families			
<ul style="list-style-type: none"> • Establish List serves for each elementary school Data from groups published yearly on all List serves 	Director Student Services Principals Technicians	2008-2009	Increased parental involvement SALT Student improvement NECAP/Grades
<ul style="list-style-type: none"> • Develop a centralized parent center 	Principals Parents/committee	Fall, 2008	Parents utilizing center Increased family involvement for student performance
<ul style="list-style-type: none"> • Provide yearly collegial/consultant professional development to ensure informed staff 	Director Student Services Principals	On-going	Pre and Post test measures which include items related to student success.
<ul style="list-style-type: none"> • Provide consistent, productive family school communication 	Principals, Parents/committee ULSS parent committee	On-going	Improved parent/school relationships
<ul style="list-style-type: none"> • Engage Parents in School Improvement Plan Development Aligned with District Strategic Plan 	Principals, PTA Leaders	2008-2009	School Plans Aligned with District Plan
2. Design & Implement Effective Parent Education Programs			
<ul style="list-style-type: none"> ▪ Continue to provide Family Enrichment Series with the addition of ADHD programming 	Director SS, LAC School Psychologists/Interns	On-Going	Programs/Attendance
<ul style="list-style-type: none"> ▪ Increase level of participation of parents Through Advertising, Programs, Surveys 	Director SS ULSS Coordinators Principals, Parent Coordinator	On-Going	Annual Increase in Parent Participation Rates
<ul style="list-style-type: none"> ▪ Provide support groups through collaborative efforts of LAC and PTA – Trimester, Quarterly, Monthly 	Parents/committee ULSS-LAC	Fall, 2008	Attendance Rates

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Strategy 4: Coventry Public Schools will Engage Families and the Community in School Improvement Efforts and Support for Student Achievement.

6. Establish Effective Communication Systems With Parents & Families
7. Design & Implement Effective Parent Education Programs
8. Engage the Community in a Variety of Ways – Volunteers, Support, Service Learning, Student Work Reviews, School Improvement
9. Engage Students in Decisions – Student Lead Portfolio's, Committees, etc.
10. Improve School Culture and Climate

Action Areas: We believe we can achieve this strategy by focusing on the follow areas:

3. Engage the Community in a Variety of Ways – Volunteers, Support, Service Learning, Student Work Reviews, School Improvement			
<ul style="list-style-type: none"> ▪ Facilitate and recruit community partners to provide training to parents at the parent center. 	Director Student Services ULSS-LAC	On-Going	Increased participation
<ul style="list-style-type: none"> • Establish partnership with Coventry Human Services to assist with recruiting community members to participate with all aspects of school improvement. 	Assistant Superintendent –ULSS Director SS	2008-2009	Partnerships on grants and programs
4. Engage Students in Decisions – Student Lead Portfolio's, Committees, etc.			
<ul style="list-style-type: none"> • All schools adopt portfolio model for communicating student learning goals 	Principals	Elem. – 2009 Sec. - 2010	Student Portfolio Conferences Held Annually
<ul style="list-style-type: none"> • Student participation in all learning plans (IEP, ILP, PLP, 504, Student Profile) 	Director Student Services Principals	2010-2011	Student led learning plan meetings by schools
5. Improve School Culture and Climate			
<ul style="list-style-type: none"> • Provide alternative programs at all schools to improve student progress, behavior (PATHS) and therapeutic support 	Director of Student Services	Fall, 2008	Decrease in suspensions Graduation rates increase 90%. Progress in transition data – post secondary
<ul style="list-style-type: none"> • Introduce peer mentoring at the elementary schools 	Principals/Project Coordinator	2009-2010	Decreased incidents
<ul style="list-style-type: none"> • All elementary schools adopt PBIS 	Principals	By 2009	School Implementation Decrease in discipline problems
<ul style="list-style-type: none"> • Investigate opportunities to adopt PBIS or alternative behavior intervention system at MS and HS levels 	Assistant Superintendent – ULSS Principals	2009-2010	Reduced suspensions by 10% Annually

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Strategy 5: Coventry Public Schools will Ensure Adequacy of Fiscal & Human Resources to Promote Quality Learning for All Students.

1. Hire, Develop & Retain Quality Staff
2. Develop a Long Range Plan for Funding School Needs
3. Seek, Develop and Implement Alternative and Innovative Funding Strategies
4. Improve Public Awareness Understanding and Support for School Financing

Action Areas: We believe we can achieve this strategy by focusing on the follow areas:

ACTIONS	PERSON(S) RESPONSIBLE	TIMELINE	INDICATORS OF ACCOMPLISHMENT
1. Hire, Develop & Retain Quality Staff			
<ul style="list-style-type: none"> • Establish hiring standards in coordination with State standards for each discipline and teaching position. 	Superintendent, Assistant Superintendents, HR Director, Principals, Special Ed Director, Curriculum Coordinators	Spring 2009 To continue into the 2009-2010 school year	Job Descriptions, Definitions of hiring standards; Interview Training , Policy Development or Re-development
<ul style="list-style-type: none"> • Establish committee to develop 3 year orientation and training programs for all new teachers. 	HR Director, Assistant Superintendents, Principals Mentors	Begin Fall 2008	Mentoring program definition Orientation program definition “Orientation Plan” templates Professional development linked to I-Plan linked to District’s goals.
<ul style="list-style-type: none"> • Establish committee to develop a tenure review plan for all teacher tenure applications. 	HR Director, Assistant Superintendents, Principals, Parents, Curriculum Coordinators	2009 Three-year plan	Tenure Definition Establishment of Tenure Review Team to include decision makers
<ul style="list-style-type: none"> • Establish hiring standards for new personnel and existing expectations and requirements for all classified positions 	HR Director, Union Leadership, Physical Plant Assistant Director Director of ULSS	Begin Summer 2008 to continue through 2008-09	Job Descriptions Classified Handbook
2. Develop a Long Range Plan for Funding School Needs			
<ul style="list-style-type: none"> • Establish a bi-partisan community based sub-committee responsible for preparing a recommended localized funding formula. 	School Committee, Town Council	Summer 2008 thru Fall 2008	Recommendations at January 2009 Joint Council/School Committee Meeting.
<ul style="list-style-type: none"> • Expand contract negotiations team to include a Town Representative. 	School Committee, Superintendent	Spring 2009 thru the Fall of 2009	Identified person as being Town Representative.
<ul style="list-style-type: none"> • Develop and implement a rolling five year economic impact study that aligns with state and local funding formulas. 	Superintendent, Business Manager	Spring 2010	Preparation and utilization of an adopted Five Year Rolling Economic Impact Report.

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Strategy 5: Coventry Public Schools will Ensure Adequacy of Fiscal & Human Resources to Promote Quality Learning for All Students.

1. Hire, Develop & Retain Quality Staff
2. Develop a Long Range Plan for Funding School Needs
3. Seek, Develop and Implement Alternative and Innovative Funding Strategies
4. Improve Public Awareness Understanding and Support for School Financing

Action Areas: We believe we can achieve this strategy by focusing on the follow areas:

3. Seek, Develop and Implement Alternative and Innovative Funding Strategies			
<ul style="list-style-type: none"> • Establish an Alternative Resources Review Committee. 	School Committee	Spring 2009 through fall 2009.	Presentation of a summary report on all current sources of alternative funds coming through the district. Recommendations on co-ordination of efforts and other potential opportunities.
<ul style="list-style-type: none"> • Establish criteria for releasing alternative funds received. 	Superintendent, District Administrators, Building Principals	Fall 2009	Presentation and adoption of an alternative funding criteria policy by the School Committee, October 2009.
<ul style="list-style-type: none"> • Establish a Private Non-Profit Education Foundation with a board comprised of a number of students and community members. 	School Committee	Spring 2010	Establishment of a 501©3 corporation. By-Laws that include the School Committee criteria for allocating resources.
4. Improve Public Awareness Understanding and Support for School Financing			
<ul style="list-style-type: none"> • Continue and expand public presentations of economic impact studies on all contractual commitments that extend beyond one year and are in excess of one million dollars annually. 	Superintendent, Business Manager	Fall 2008	Adoption of a school policy that supports this type of procedure. Actual dates scheduled for presentations.
<ul style="list-style-type: none"> • Establish a Community Based Resource Utilization Committee responsible for analyzing the effectiveness of resources used with regards to student achievement. 	School Committee, Superintendent	Fall 2009-Spring 2010.	Data rubric to define benchmarks of student achievement. Cost report associated with the student achievement rubric. Committee recommendations based on the developed data and cost rubric.

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Strategy 6: Coventry Public Schools will Ensure Safe & Supportive Learning Environments to Promote Healthy Lifestyles of All Students.

1. Ensure and Enhance the Safety of All Schools – Discipline, Security, PBIS, Health/Wellness
2. Establish, Fund and Implement a Long Range Plan to Address Physical Plant Improvements
3. Promote Healthy Lifestyles of Students and Staff

Action Areas: We believe we can achieve this strategy by focusing on the follow areas:

ACTIONS	PERSON(S) RESPONSIBLE	TIMELINE	INDICATORS OF ACCOMPLISHMENT
1. Ensure and Enhance the Safety of All Schools – Discipline, Security, PBIS, Health/Wellness			
<ul style="list-style-type: none"> • Implement PBIS & SWIS Behavior Tracking Program • All School review Discipline Policies 	ULSS Department, Principals	2008/2009	Uniform Code of Behavior, Reduction in Discipline Issues
<ul style="list-style-type: none"> • Research Alternative learning Programs (See Strategy #2) 	Asst. Superintendents	Fall, 2009	Improved Promotion Rates
<ul style="list-style-type: none"> • Establish School Resource Officer Responsibilities 	Asst. Superintendent, Police Dept.	2008-2009	Coordinated Services
<ul style="list-style-type: none"> • Refine Crisis Management Plans <ul style="list-style-type: none"> - Lockdowns, Evacuation, Fire Drills, etc. - Emergency Drills 	Principals, C&T Director, Police	Spring, 2009	Plans Implemented Coordinated with Police and Fire
<ul style="list-style-type: none"> • Establish & Maintain Security System in Schools <ul style="list-style-type: none"> - Security Camera, Door buzzers, etc. 	Physical Plant Director, Principals	2009-2010	Security Systems Installed
<ul style="list-style-type: none"> • Establish Peer Mentoring in All Schools 	Principals	2009-2010	Intervention System in Place
2. Establish, Fund and Implement a Long Range Plan to Address Physical Plant Improvements			
<ul style="list-style-type: none"> • Address Exterior Building Improvements – Capital Imp. Plan Building, Lots, Athletic Fields, Playground 	Physical Plant Directors, Athletic Director	2008-2011	Public Confidence, Safe Schools
<ul style="list-style-type: none"> • Address Interior Building Improvements – Capital Imp. Plan Air Quality, Cleanliness, Green Schools, Lighting, etc. 	Physical Plant Directors, Principals	2008-2011	Public Confidence, Healthy Environments
<ul style="list-style-type: none"> • Upgrade Safety, ADA, OSHA to Codes 	Physical Plant Directors	Fall, 2009	Meet Codes
<ul style="list-style-type: none"> • Successful Bond Referendum for Schools 	School Committee, Superintendent	Fall, 2009	Meet Codes & Needs
3. Promote Healthy Lifestyles of Students and Staff			
<ul style="list-style-type: none"> • Implement and Update Wellness Plan <ul style="list-style-type: none"> - Implement Wellness Week - Work with Kids First on Policies (Culinary) - Inform Parents and Provide Workshops 	Asst. Superintendents, School Committee, PTA's, Vendors	Fall, 2009	Meet Wellness Requirements Participation (Increase)
<ul style="list-style-type: none"> • Establish Partnerships to Promote Wellness (Food, Health...) 	Asst. Superintendents	Fall, 2009	Partners Established
<ul style="list-style-type: none"> • Address P.E. and Physical Activity Requirements 	Asst. Superintendents	Fall, 2009	Increased P.E. Time