

**KNOWLTON TOWNSHIP ELEMENTARY SCHOOL**

**STRATEGIC  
MANAGEMENT PLAN  
2008-2015**



**Charting the Future for the Success of our  
School Community**

# **KNOWLTON TOWNSHIP SCHOOL DISTRICT**

## **STRATEGIC PLAN**

**June 2008**

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# COLLABORATION FOR STRATEGIC PLANNING

## Background

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

In 1995, the Knowlton Township Board of Education developed the original Five Year Plan with the intent of guiding the district into the 21<sup>st</sup> century. The plan was revisited and updated in 2000 through detailed work accomplished by ten school-community task force groups under the guidance of a steering committee. Once again, the Board of Education directed that efforts be made to review and revise the long-range strategic plan while maintaining the small-school character of Knowlton Township Elementary School and keeping up with the ever-changing world in which we live. We are proud to present a strategic plan for 2008-2015.

## Process

Our district is made up of many stakeholders: students, parents, teachers, support staff, administrators, Board of Education members and members of the community at large. While the school district's Mission Statement, established in 1994, is simply stated, it is broad in concept and continues to be a strong, guiding mission of the district. Competent leadership, well-trained personnel, carefully considered programs, sufficient funding, strong community support and compliance with State and Federal regulations are all factors which interact with one another in fulfilling the mission.

An Advisory Committee was formed to guide the process of strategic planning and provide support to committees that were developed based on information gathered through the parent survey and Board of Education retreats. Six committees were formed to research, analyze, and make recommendations for goals and objectives in the following areas:

- Instructional Plan
- Facilities
- Safety
- Technology
- Community Involvement
- Finance

The goals and objectives from each committee were reviewed, discussed and approved by the Advisory Committee. The recommendations for the new seven-year plan were then presented to the Board of Education for approval. The 2008-2015 Strategic Plan will guide the development of district goals and action plans to be fulfilled during the seven-year time frame.

Change is a constant in today's society. The need to bring our planning up to date while holding fast to those fundamental tenets of our school system was essential. Now that the work has been completed, we are confident that the Strategic Plan will set the vision for the school district, be supported by the Knowlton Community and will transcend inevitable transitions which will occur at the Board, administrative and faculty levels in the future. With the Strategic Plan in place, we are confident that the mission statement on the following page will indeed be attained.

Knowlton Township Board of Education  
June 30, 2008

**KNOWLTON TOWNSHIP  
SCHOOL DISTRICT**

**MISSION STATEMENT**

**WE ARE COMMITTED TO PROVIDE  
A COMPREHENSIVE EDUCATION IN  
A NURTURING ENVIRONMENT IN WHICH  
ALL STUDENTS ARE MOTIVATED TO  
ACHIEVE THEIR MAXIMUM ACADEMIC  
POTENTIAL AND TO DEVELOP AS  
RESPONSIBLE CITIZENS IN AN  
EVER-CHANGING WORLD**

# BELIEFS

## **We believe the role of parents is:**

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

## **We believe the role of student is:**

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

## **We believe the role of the staff is:**

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

## **We believe the role of the community is:**

- To acknowledge that risk taking and a willingness to change are necessary for continuous improvement.
- To become actively involved in the mission of the school.
- To provide adequate resources which recognize that a well-educated student is of value to the community.

## **GOAL I: INSTRUCTIONAL PLAN**

Over the next seven years and into the future, our strong professional staff will demonstrate a high level of empowerment by continuously reviewing, improving and articulating the curriculum, fostering professional growth, and implementing traditional and emerging teaching methods as effective tools. Success will be measured by a periodic survey of teachers regarding their sense of empowerment and its impact on their ability to teach successfully.

**Objective A.** For students to achieve their highest academic potential; think intelligently; and behave ethically and confidently.

1. Continue revisiting curriculum on a rotating basis and upgrade textbooks and supplies to the highest level.
  - a. Re-evaluate the current World Language program with the intent to improve students' fluency and comprehension.
  - b. Re-evaluate the math program so that all students will be challenged to their maximum ability.
  - c. Continue character education programs.
  - d. Continue working with cluster schools to align curriculum, program and texts.
2. Foster the development of students' individual learning styles by:
  - a. Reinstating the study skills workshops for parents.
  - b. Collaborating with the Middle School Guidance Department for the sixth grades and holding a study skills program.
  - c. Explore grants and other opportunities for increased teacher in-service training specifically geared toward learning styles, multiple intelligences, etc.
3. For the teachers: Create a more inclusive classroom environment where Special Education and Basic Skills teachers collaborate or team teach with the regular classroom teacher.

**Objective B.** To create a curriculum that includes ample opportunities for students to practice critical life skills such as leadership, problem solving, risk taking, decision making, and effective written and verbal communication.

1. Form a committee to investigate the use of a new, more detailed report card that would:
  - a. Be a skills mastery assessment
  - b. Evaluate testing needs
2. Emphasize the importance of maintaining the SAGE program and expanding it to students at all grade levels.

3. Help struggling students achieve grade-appropriate mastery of skills by creating an academic, skills-based summer program based on teacher recommendations from the first through fifth grades. This would be in addition to the already existing summer enrichment program.
4. Expand and infuse opportunities into the curriculum for students to have practical, real-life learning experiences through guest speakers, hands-on activities, and other enrichment opportunities in and out of the classroom.
5. Provide teachers with appropriate means and education to achieve these goals.

## **GOAL II: FACILITIES**

Over the next seven years, the district will provide a modern facility with a safe, secure, healthy and nurturing environment. This facility will provide for the ever-changing educational needs of our students and the diverse needs of our community. In order to meet the goal, the following objectives can be used as a guideline:

**Objective A.** Evaluation of the existing structure and implementation of an Improvement Plan that would include but not be limited to the following:

1. HVAC
2. Existing Structure and Grounds
3. Education/Operation
4. Electrical/Mechanical/Plumbing
5. Security
6. Environmentally Friendly Facility

**Objective B.** Build a permanent addition to the existing facility to replace the temporary classrooms and meet the educational needs of Knowlton Township Elementary School and the community.

1. Determine additional space needed to meet educational goals for current and future Knowlton students.
2. Determine facility needs of the Knowlton community and incorporate this information into our planned construction.
3. Insure that new construction meets the objectives developed in Objective A.
4. Establish a Capital Campaign to compliment or offset the costs of facilities improvement.

## **GOAL III: SAFETY**

Over the next seven years, our district will provide a safe, secure, and nurturing environment.

**Objective A.** The district will provide a secure building and playground by implementing preventive measures.

1. Building and Playground Safety
  - a. Biannual inspection team comprised of parents and staff to identify, prioritize, and make recommendations to the Board of Education.
  - b. Continue current safety inspections by the Board of Education Facilities Committee.
  - c. Consider Key Cards for entry ways, especially in the West Wing.
  - d. Consider doorbells or buzzers/cameras at doors.
  - e. Animal control
  - f. Consider panic button in classrooms to alert office if students or teachers are in danger.

**Objective B.** The district will provide a physically and emotionally safe environment through the continuation of current programs and the implementation of the following:

1. Physical and Emotional Safety
  - a. Consider cameras on busses or “dummy cameras” to assist drivers in monitoring students.
  - b. Parent education of bus protocol at all age levels through literature sent home at the start of school and as needed through the year.
  - c. Add incentive and increase the frequency of the bus reward system.
  - d. Add an additional year of the CAP program, specifically to 6<sup>th</sup> grade, to deal with changes that occur during this year or find a program that addresses peer pressure and sexual harassment.
  - e. Have a set time frame for fingerprint program such as every 5 years.
  - f. Parent/Faculty Gang Awareness Education with extension to students as appropriate.
  - g. Reassess identification procedures at East Wing pick up.

**Objective C.** The district will provide student and parent education to promote safe and appropriate use of technology by implementing the following suggestions:

1. Technology Safety
  - a. Provide education to students and parents regarding Cyber Bullying and cell phone etiquette.
  - b. Provide education for all students regarding internet safety through programs sponsored by organizations and incorporate safety education in classrooms.
  - c. Promote education for parents regarding internet and cell phone safety through workshops and literature.

## **GOAL IV: TECHNOLOGY**

Over the next seven years, the district will foster the deployment and expand the use of technology imbedded within the instructional plan. While ensuring that ongoing staff development provides adequate support for the use of emerging technologies in education.

### **Objective A.** Implement the current District 3-Year Technology Plan

1. Identify and empower a single point of control for Technology decision-making, control and success measurement. Consolidating the network, hardware and software management, procurement and professional development activities.
2. Develop processes for the identification, procurement, and deployment of hardware and software. Leverage staff, and other stakeholder (ie, county coordinator, parents, local businesses) input whenever possible. Determine ongoing upgrade and maintenance schedule.
3. Develop specific funding requests for submission into the 2009-2010 budget planning process.

### **Objective B.** Create an ongoing Professional Development Plan for all staff.

1. Identify best practices for technology professional development in an educational environment.
2. Determine amount of professional development needed for new programs, and for refresher training.
3. Develop specific plans for educational software used as adjuncts to other media, as well as opportunities for stand-alone technology based learning opportunities.
4. Develop specific plans for administrative software development and deployment.

## **GOAL V: COMMUNITY INVOLVEMENT**

The Board of Education will develop a Community Relations committee that will be responsible for marketing all aspects of the Knowlton Township School District to the community.

**Objective A.** To develop outreach programs, activities, and communication opportunities to all stakeholders in the Knowlton School District:

1. Preschool parents
2. Current parents
3. Past parents with no children in the North Warren cluster
4. Past and Current parents with children in the North Warren cluster
5. Citizens with no children
6. Alumni of Knowlton Township Elementary School
7. Senior Citizens
8. Taxpayers

**Objective B.** To develop a specific plan of action that would result in the yearly passage of the annual school budget:

1. Develop a year long voter registration drive and information outreach.
2. Sponsor events to educate each stakeholder group on the annual school budget.
3. Register all eligible voters in Knowlton Township.
4. Identify supportive voters in the district.
5. Develop a phone chain to supportive voters.
6. Have “challengers” on Election Day to check voters at the polls.

**Objective C.** To improve, update, and create tools for the school district to communicate and educate students, parents, and the entire Knowlton School community:

1. Update school menu format.
2. Develop and distribute a quarterly school district newsletter.
3. Develop additional communication and community education opportunities on the district website.
4. Develop a welcome package of information and care “package” for new students.
5. Develop a parent support phone list for new parents to the district.
6. Develop a plan for teachers to use email and website for communication with parents.
7. Develop a list of community resources, social services, and crisis management services.

**Objective D.** To establish the Knowlton CREW (Community Resources for Educational Wishes):

1. Develop and coordinate a master list of donors who will provide skills, materials and monetary donations to the Knowlton School.
2. Develop a yearly wish list of district needs from the Board of Education, Administration, Faculty, and Staff.
3. Develop an “Adopt a Class” program for parents or local businesses to provide funding and/or resources for each individual homeroom in Knowlton School.

## **GOAL VI: FINANCE**

Over the next seven years, the district will foster and expand partnerships with and develop opportunities to utilize resources from local businesses, corporations, community organizations, colleges/universities, citizens, and other resources.

**Objective A.** To investigate funding and resource opportunities for the district.

1. Continue to explore opportunities for shared services.
2. Share services for a grant writer with the Township Committee, within the North Warren cluster and/or the Knowlton Knowledge Education Foundation.
3. Investigate funding opportunities from Federal, State, and Local government and non-government agencies.
4. Investigate corporate partnerships with Knowlton School for mutually beneficial relationships.
5. Develop a Capital Campaign for projects needed at the Knowlton School.
6. Promote corporate matching of donations to use for a tax deduction benefit.
7. Establish an endowment account for current and future contributions.
8. Establish an avenue to accept new or used equipment from individuals, local businesses, and/or corporations.
9. Keep the public informed through various channels of communication such as school newsletters, district website, community newsletters, public forums, and other sources.

Thank you to the members of the Advisory Committee and individual Task Force Committees who gave hours of their time and dedicated themselves to identifying the district's strengths, concerns, and factors that help or hinder the areas of Instructional Plan, Facilities, Safety, Technology, Community Involvement, and Finance. The committee members analyzed the results, listened to multiple viewpoints and made recommendations while focusing on the mission of the Knowlton Township School District. The goals and objectives are realistic and attainable with collaborative efforts from all stakeholders.

**Advisory Committee:**

Matt Moore – Knowlton Township Board of Education President  
Sharon Mooney – Superintendent  
Rachelle Tjalma – School Business Administrator  
Jeannine DeFalco – Vice Principal  
Robert Dally – Teacher  
Ellen Sagan – Parent  
Patrice Maillet – Community Member

**Instructional Plan Committee:**

John/Diane Hohmann – Co-chair  
Adele Starrs – Co-chair  
Jeannine DeFalco  
Bethany Summers  
Barbara Ackerman  
Kathy Rolph  
Cathy Lorusso  
Laurie Burns  
Christine Erickson  
Susan Rinaldi

**Facilities Committee:**

Robert Dally – Co-chair  
Matt Capano – Co-chair  
Chris Wadiak  
Jenn Camilletti  
Jeannette Cornish  
Diane Davalos  
Jane Hill-Rosato  
Maria Gioino  
Kathy Garriques

**Safety Committee:**

Ellen Sagan – Co-chair  
Patricia Zito – Co-chair  
Kevin Haycock  
Debbie Hendershot  
Debbie Lennox  
John/Debra Dwornikoski  
Donna Killam  
Karen King

**Technology Committee:**

Matt Moore - Chair  
Charlene Harer  
Kim Reber  
Rhonda Moritz  
Sharon Marchese

**Community Involvement Committee:**

Patty Maillet – Co-chair  
Jenna Tironi – Co-chair  
Allison Bickhardt  
Jill Boyle  
Katy Jones  
Eileen Dwyer-Cuntala  
Madeline Lofblad  
Cindy Moore  
Alex Rinaldi

**Finance Committee:**

Melissa Norwicke Co-chair  
Tammy Smith Co-chair  
Shelly Tjalma  
Bill Maxwell  
Naomi Francis  
Kathi Smith  
Sara DeVincenzi