

**Minutes of the  
JOINT BOARD OF EDUCATION**  
*Subject to approval at future Joint BOE Meeting*

**Joint BOE Retreat – Strategic Planning Process**

**Date:** Saturday, January 21, 2023

**Location:** John Winthrop Middle School Library

**Attendance:**

**Chester Board Of Education:** David Fitzgibbons, Dale Bernardoni, Jan Taigen, Stuart Johnson, Lorraine Connolly, Faith Sprigg, Rebecca Greenberg-Ellis

**Deep River Board Of Education:** Miriam Morrissey, Nick Rioux Alyson Whelan, Lenore Grunko

**Essex Board Of Education:** Lon Seidman, Nancy Johnston, Marjorie Russell

**Region 4 Board Of Education:** Kate Sandmann, Rick Daniels, Jennifer Clark, Richard Strauss, Lon Seidman, John Stack

**Administration:** Superintendent Brian J. White and Assistant Superintendent Sarah Brzozowy

**Other:** Nick Caruso, Connecticut Association of Boards of Education (CABE) Facilitator

**The Retreat was called to order at approx. 9:00 a.m.**

Superintendent White welcomed everyone. He shared that today's meeting is a continuation of the process initiated during the last school year. Today the Boards will be working on the implementation of the newly approved strategic priorities and a continuous improvement cycle.

Nick Caruso of CABE was here again to facilitate discussions regarding how to use the strategic planning process to routinely report out on progress to the community, and to inform our budget and resource allocation practices moving forward.

The Boards reviewed the Strategic Priorities approved by all of the Boards at their December 1<sup>st</sup> Joint BOE meeting (see attached) and Administration shared a presentation on the next stages of the work (see attached).

There was a long discussion period and members all present were able to share their thoughts and feedback.

The administrative team will now use the feedback shared by BOE members to draft a strategic planning document that will be shared with the District Leadership Team for further input.

Administration will plan to finalize and share the draft strategic plan document with the Joint BOE for their approval and adoption at their regular meeting scheduled for February 23<sup>rd</sup>.

Once adopted, Administration will work to message out the district strategic plan to all stakeholders this spring.

The strategic plan will then inform the creation of school-specific continuous improvement plans that will be developed by each school, with central office guidance and support, during the spring and summer months. Individual school plans should be rolled out to stakeholders and implemented in the fall of 2023.

In addition to the discussion about the work of teaching and learning and school climate and culture, the Boards also discussed short-term and long-term financial and operational needs of our schools. Members present expressed an interest in holding a separate retreat later this spring for the purpose of discussing how to best engage our town leadership and community stakeholders in a dialogue about current operational challenges, concerns regarding enrollment, the condition of our aging facilities, and the long-term vision for our schools. Nick Caruso has offered to help facilitate this retreat once a date has been identified.

#### **ADJOURNMENT**

The retreat adjourned at approx. 12:10 p.m..



# 5 Year Strategic Priorities For Joint BOE Approval

Chester, Deep River, Essex and  
Region 4 Schools

December 01, 2022





# Identified Strategic Priorities



**Teaching  
and  
Learning**



**Climate and  
Culture**



**Finance  
and  
Operations**



# Strategic Priority #1: Teaching and Learning

*To provide each student with high quality classroom instruction to promote successful student outcomes.*

## High Leverage Strategies

- Provide a standards-aligned curriculum in all grades Pre-K - 12
- Operationalize a unified focus – Pre-K - 12 – on critical and creative thinking for solving all problems
- Focus and align the districts' goal setting processes with these priorities across towns, buildings and grades.
- Utilize school, district, and state data to create meaningful instructional opportunities for each learner.
- Ensure equal access to intervention and enrichment opportunities for all students.



# Strategic Priority #1: Teaching and Learning

*To provide each student with high quality classroom instruction to promote successful student outcomes.*

## High Leverage Strategies

- Develop district-wide approach to implementing best instructional practices for all grades Pre-K -12.
- Implement a universal screening assessment for Mathematics, Literacy, and Social Emotional Learning K-12.
- Develop and implement multi-tiered systems of academic support and intervention.
- Conduct and complete an audit of curriculum, instruction, and assessment practices for each grade level and content area, Pre-K -12.
- Develop and implement a 5 year curriculum cycle review.
- Develop a plan of professional development for all teachers Pre-K -12 to support best instructional practices.



# Strategic Priority #1: Teaching and Learning

*To provide each student  
with high quality  
classroom instruction to  
promote successful  
student outcomes.*

## Measures of Success

- SBAC (Grades 3-8)
- SAT (Grades 11)
- AP Exams
- IB Exams
- Internal Academic Assessments
- College/Career Readiness -CSDE Indicators 5, 6
- High School Graduation Rate



*To partner with students, staff, and families to maintain a positive learning environment where every child is successful.*

## Strategic Priority #2: Culture and Climate

### High Leverage Strategies

- Develop and implement Communication Plan
- Celebrate all student accomplishments in all areas of education including academic, athletics, and the arts.
- Implement social emotional programming through instruction, curriculum model, instruction, and supports to ensure the safety and engagement of all students
- Engage faculty, staff, students, and families in accessible, frequent, and friendly communication
- Promote the importance of daily and ready-to-learn school attendance
- Develop and implement Professional Development opportunities to promote growth and expertise
- Develop and implement a Pre-K -12 Behavioral Intervention Model



## Strategic Priority #2: Culture and Climate

*To partner with students, staff, and families to maintain a positive learning environment where every child is successful.*

### Measures of Success

- Stakeholder surveys
- Discipline data
- Trend
- Attendance data/ Chronic Absenteeism Rate
- Participation Rate for Student Recognition Programs
- Participation rates for extra-curricular sports, clubs and activities.



*Develop and implement practices to ensure effective long-range, strategic financial and operational planning.*

## Strategic Priority #3: Finance and Operations

### High Leverage Strategies

- Promote efficiency, eliminate operational silos, and enhance collaborative systems across schools and boards of education.
- Develop electronic, paperless systems for central office administrative processes.
- Develop a Facilities Master Plan for all schools across our districts.
- Develop multi-year capital plans for each district to implement recommendations of 2022 building study.
- Engage in ongoing dialogue with Boards of Selectpersons and Finance throughout the year
- Provide End-Of-Year Budget Estimate quarterly based on expenditures and revenues to date and an estimate for the balance of the year
- Review and re-approve the business manual and the 3000 series of the Board policies



## Strategic Priority #3: Finance and Operations

*Develop and implement practices to ensure effective long-range, strategic financial and operational planning.*

### Measures of Success

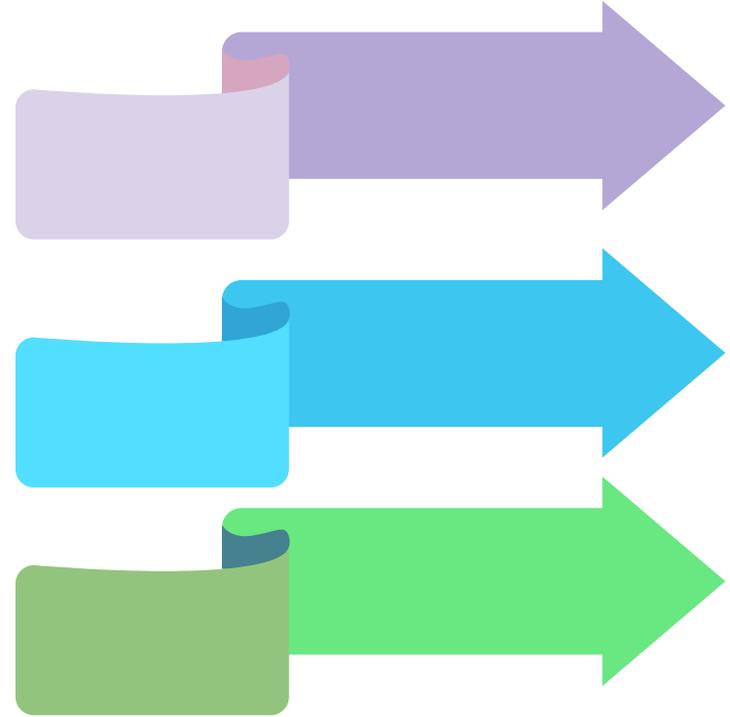
- Develop budgets for Supervision, Region 4, Chester, Deep River, and Essex Districts that are supported by the public
- Engage Boards of selectpersons and finance in annual audit review
- Report on implementation of auditor recommendations



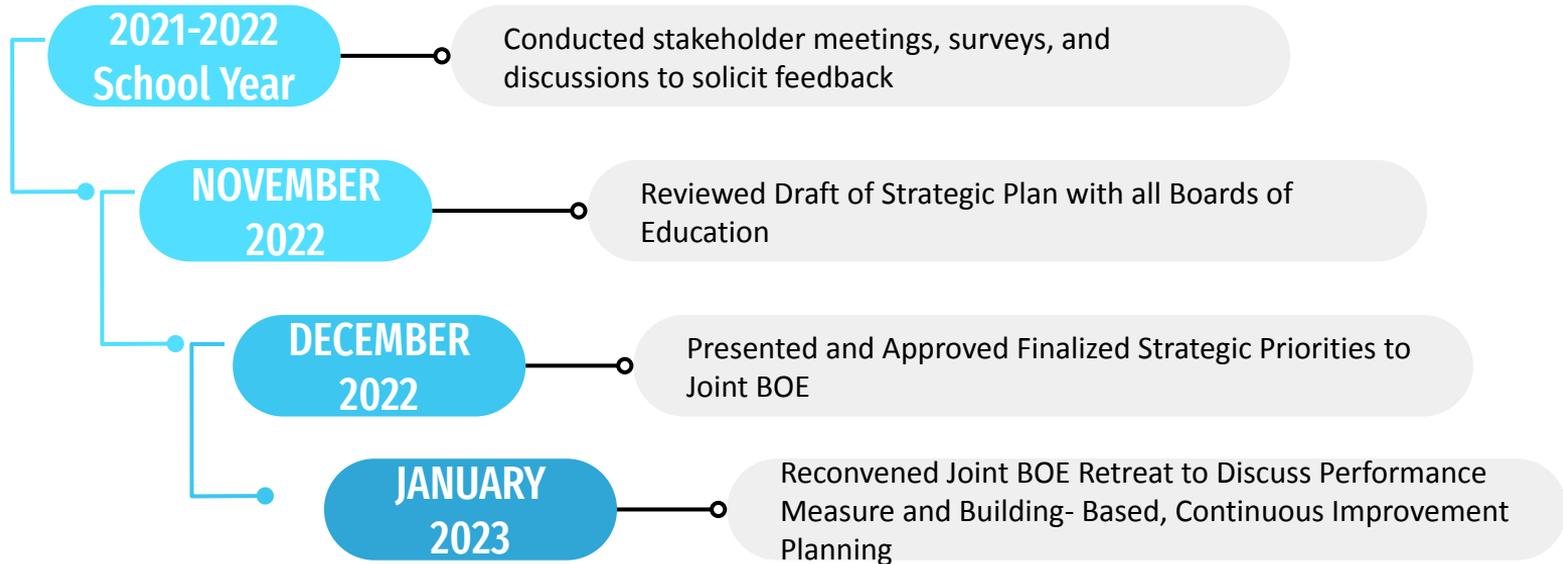
## Next Steps for Our Strategic Planning Process

- ~~✓ Review Draft Strategic Priorities with all BOEs for Feedback (Nov) ✓~~
- Present Finalized Strategic Priorities to Joint BOE for Approval (Dec 1st)
- Joint BOE Retreat to Discuss Performance Measure and Building- Based, Continuous Improvement Planning (January 21st)
- Develop Building- Based Goals and Plans (Spring 2023)

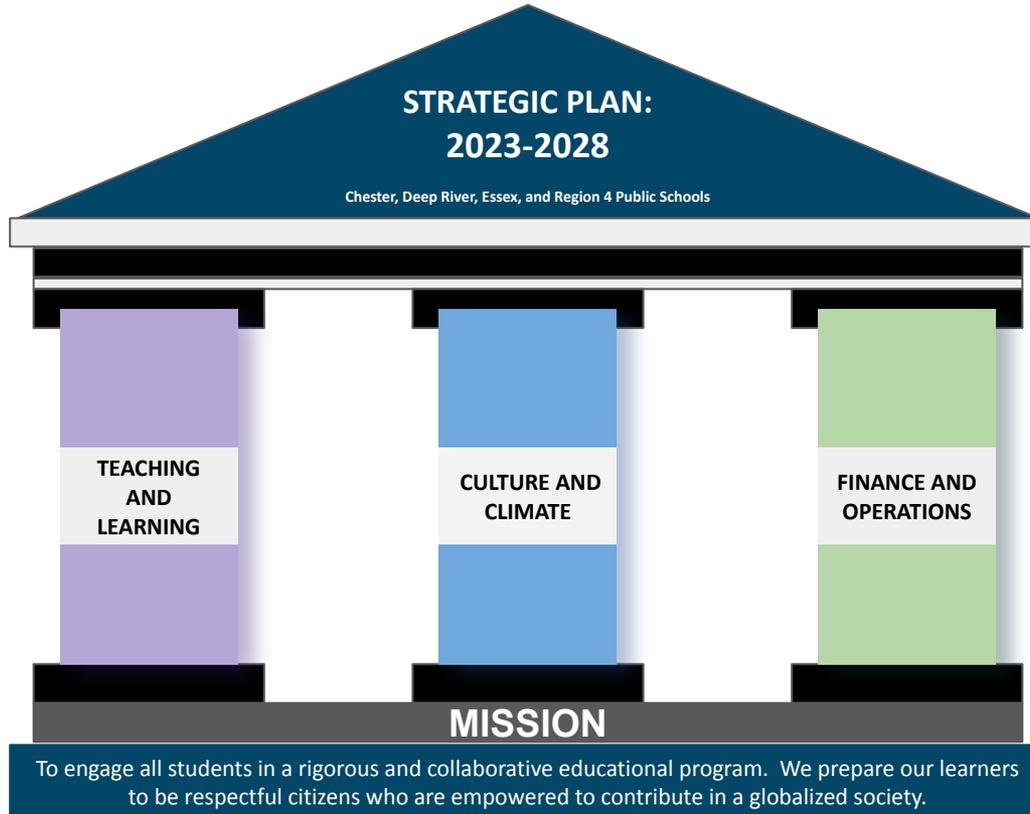
# 5 Year Strategic Planning Priorities



# Summary of Progress



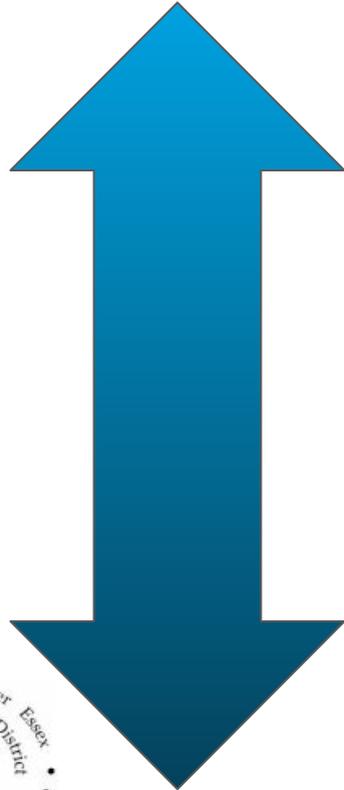
# Agreed Upon Strategic Priorities



# Continuous Improvement Process



# 3 Tier Accountability



**5 Year  
Strategic Plan**

The BOE 5 Year Strategic Plan guides the yearly goals of the district

**Continuous  
Improvement Plan  
(CIP)- District**

The District Continuous Improvement Plan identifies yearly goals aligned with the Strategic Plan that will move the work forward

**Continuous  
Improvement Plan  
(CIP)- School**

The School Continuous Improvement Plan identifies yearly school-level goals aligned with the district plan that will move the work forward

# Current High Stakes Metrics

## Accountability Matrix-CSDE

State system of accountability reporting and comparisons

## School Report Cards

Report on performance of schools and districts in CT

## Smarter Balanced

Yearly state summative assessment taken in grades 3-8.



## Internal Measures

Internal assessments (Bridges, literacy), surveys, other stakeholder data

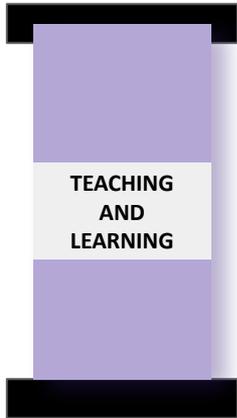
## College/Career Readiness

AP/IB/ECE completion rates  
Grade 9 credit

## SAT

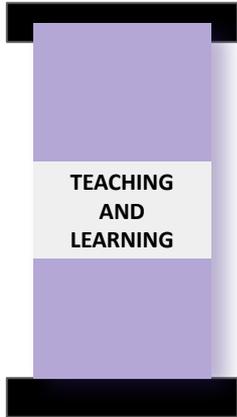
College preparedness exam taken in grade 11

# Strategic Priority #1- Teaching and Learning



*To provide each student with high quality classroom instruction to promote successful student outcomes.*

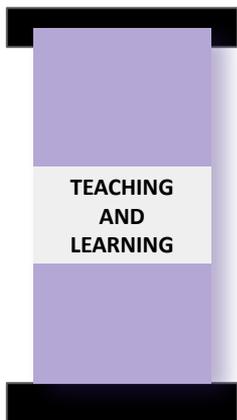
# Recommended Metrics- Teaching and Learning



## Measures of Success

- SBAC (Grades 3-8)
- SAT (Grades 11)
- AP Exams
- IB Exams
- Internal Academic Assessments
- College/Career Readiness -CSDE Indicators 5, 6
- High School Graduation Rate

# Recommended Metrics- Teaching and Learning



## Outcome Indicator

## Rationale/Measure

**Grade 1 Literacy Acquisition Skills as measured by DIBELS 8 edition**

- Universal screener for literacy skill acquisition
- Administered 3x year
- Identify areas of concern and strength
- Assesses foundational reading skills

**Grade 3 Reading/Math Scores as measured by annual Smarter Balanced Assessment (SBA)**

- Grade level standards
- Comparison across the state
- Math and ELA performance metrics
- Summative Assessment

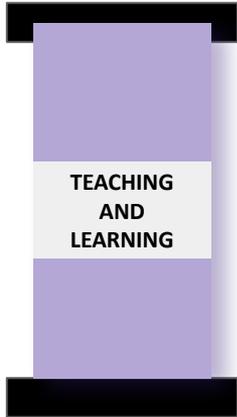
**Grade 5 Reading/Math Scores as measured by annual SBA**

- Grade level standards
- Comparison across the state
- Math and ELA performance metrics
- Summative Assessment

**Grade 8 Reading/Math Scores as measured by annual SBA**

- Grade level standards
- Comparison across the state
- Math and ELA performance metrics
- Summative Assessment

# Recommended Metrics- Teaching and Learning



Outcome Indicator	Rationale/Measure
<b>Grades 4-8 Reading/Math Growth as measured by annual SBA</b>	<ul style="list-style-type: none"> <li>• Grade level standards</li> <li>• Comparison across the state for year over year growth</li> <li>• Math and ELA performance metrics</li> <li>• Summative Assessment comparing student growth over time</li> </ul>
<b>Next Generation Science Standards (5, 8, 11)</b>	<ul style="list-style-type: none"> <li>• Assesses standards on Next Generation Science Standards for all students</li> <li>• Summative assessment</li> <li>• Administered in 3 years</li> </ul>
<b>Grade 11 Scholastic Achievement Test (SAT) Scores</b>	<ul style="list-style-type: none"> <li>• Administered to all grade 11 students in Connecticut</li> <li>• Measure of college readiness</li> <li>• SAT day is Spring of Junior Year/ Grade 11</li> </ul>
<b>4-year High School Graduation Rate</b>	<ul style="list-style-type: none"> <li>• 4-year cohort.</li> <li>• Precursor to College</li> <li>• Summative measure of district success in moving students to post graduate readiness</li> </ul>
<b>Grade 11-12 Access to Post-Secondary and Career Readiness course work</b>	<ul style="list-style-type: none"> <li>• Post-Secondary and Career Readiness course work (IB/AP/ECE/CTE) workplace experience and internship opportunities.</li> <li>• 11th and 12th grade year</li> </ul>

# Strategic Priority #2- Culture and Climate



*To partner with students, staff, and families to maintain a positive learning environment where every child is successful.*

# Recommended Metrics- Culture and Climate



## Measures of Success

- Stakeholder surveys
- Discipline data
- Attendance data/ Chronic Absenteeism Rate
- Participation Rate for Student Recognition Programs
- Participation rates for extra-curricular sports, clubs and activities.

# Recommended Metrics- Culture and Climate



Outcome Indicator	Rationale/Measure
<b>Climate Survey</b>	<ul style="list-style-type: none"> <li>• Measure connection to school</li> <li>• Students in Grades 3-12</li> <li>• Families of students</li> <li>• All staff</li> </ul>
<b>Discipline Data</b>	<ul style="list-style-type: none"> <li>• Office referrals</li> <li>• In School/Out of School Suspensions</li> </ul>
<b>Attendance Data</b>	<ul style="list-style-type: none"> <li>• Chronic Absenteeism (10% of membership days)</li> <li>• Daily attendance (target of 95%)</li> <li>• Connection to school</li> </ul>
<b>Professional Development</b>	<ul style="list-style-type: none"> <li>• Comprehensive program evaluation on professional development opportunities and activities</li> <li>• Employee assessment of professional development opportunities and activities</li> <li>• Feedback on PD surveys</li> </ul>

# Recommended Metrics- Culture and Climate



Outcome Indicator	Rationale
<b>Grades PK-12 Chronic Absenteeism</b>	<ul style="list-style-type: none"> <li>• 10% or more of membership days on an annual basis</li> <li>• Attendance is a critical component of academic performance</li> <li>• Indicator of physical, social and emotional wellness.</li> </ul>
<b>Athletics Participation</b>	<ul style="list-style-type: none"> <li>• Participation in intramurals sports</li> <li>• Participation in interscholastic sports</li> <li>• All state/All Conference athletes</li> <li>• Scholar athletes</li> </ul>
<b>Performing Arts Participation</b>	<ul style="list-style-type: none"> <li>• Participation in instrumental lessons</li> <li>• Participation in school based concerts</li> <li>• Participation in school based plays</li> <li>• Participation in school based musicals</li> <li>• Participation in CMEA Regional and States</li> </ul>
<b>Club Participation</b>	<ul style="list-style-type: none"> <li>• Number of extra curricular club offerings</li> <li>• Number of participants in extracurricular activities</li> </ul>
<b>Academic Engagement Through Relationships</b>	<ul style="list-style-type: none"> <li>• Academic celebrations</li> <li>• Reduced percentage of Tier II/III needs</li> <li>• Engagement in internships</li> </ul>

# Strategic Priority #3- Finance and Operations



*Develop and implement practices to ensure effective long-range, strategic financial and operational planning.*

# Recommended Metrics- Finance and Operations

## Measures of Success

- Develop budgets for Supervision, Region 4, Chester, Deep River, and Essex Districts that are supported by the public
- Engage Boards of select persons and finance in annual audit review
- Report on implementation of auditor recommendations



# Recommended Metrics- Finance and Operations



Outcome Indicator	Rationale/Measure
<b>Per Pupil Expenditure by District</b>	<ul style="list-style-type: none"> <li>● Investment in student support and programming</li> <li>● Evaluation of non-instructional spending</li> <li>● Comparison data to surrounding towns and similar districts</li> </ul>
<b>Improve District Website for Budget and Communication Transparency</b>	<ul style="list-style-type: none"> <li>● Streamlined process for registration</li> <li>● Consistent communication across boards and schools</li> </ul>
<b>Recruitment, hiring, and retention of employees in all positions to maintain a high quality workforce.</b>	<ul style="list-style-type: none"> <li>● Analysis of candidate pools and hiring outcomes</li> <li>● Retention rates for certified staff</li> <li>● Staff surveys and feedback</li> <li>● Analysis of professional support structures</li> </ul>
<b>Consistent implementation of evaluation systems</b>	<ul style="list-style-type: none"> <li>● All staff receive informative and constructive evaluations to promote support and improvement</li> </ul>
<b>Physical and technological infrastructure</b>	<ul style="list-style-type: none"> <li>● Completion of Master Plan with professional opinion and cost estimates</li> <li>● Matrix of needs by building for planning purposes</li> </ul>

# Recommended Metrics- Budget and Resources



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## Outcome Indicator

## Rationale

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**Successful and timely audit Review for all 5 district**

- Continued transparency in budget practices and district(s) spending
- Identification of any potential surplus or areas of focus in budget

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**Provide stakeholders with access to clear information on financial needs to ensure budget support**

- Voter approval of Board(s) of education budgets and levels of support

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**BOE Recommended**

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**BOE Recommended**

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**BOE Recommended**

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# Next Steps and Proposed Dates



**February 2023**

Finalize the strategic plan and metrics with Boards and District Leaders



**May 2023**

Vote on Final Strategic Plan at Joint BOE meeting



**Summer 2023**

Develop district Continuous Improvement Plan and School Plans for Fall rollout



**Fall 2023**

Share Continuous improvement plans with appropriate Boards of Education and Public Stakeholders