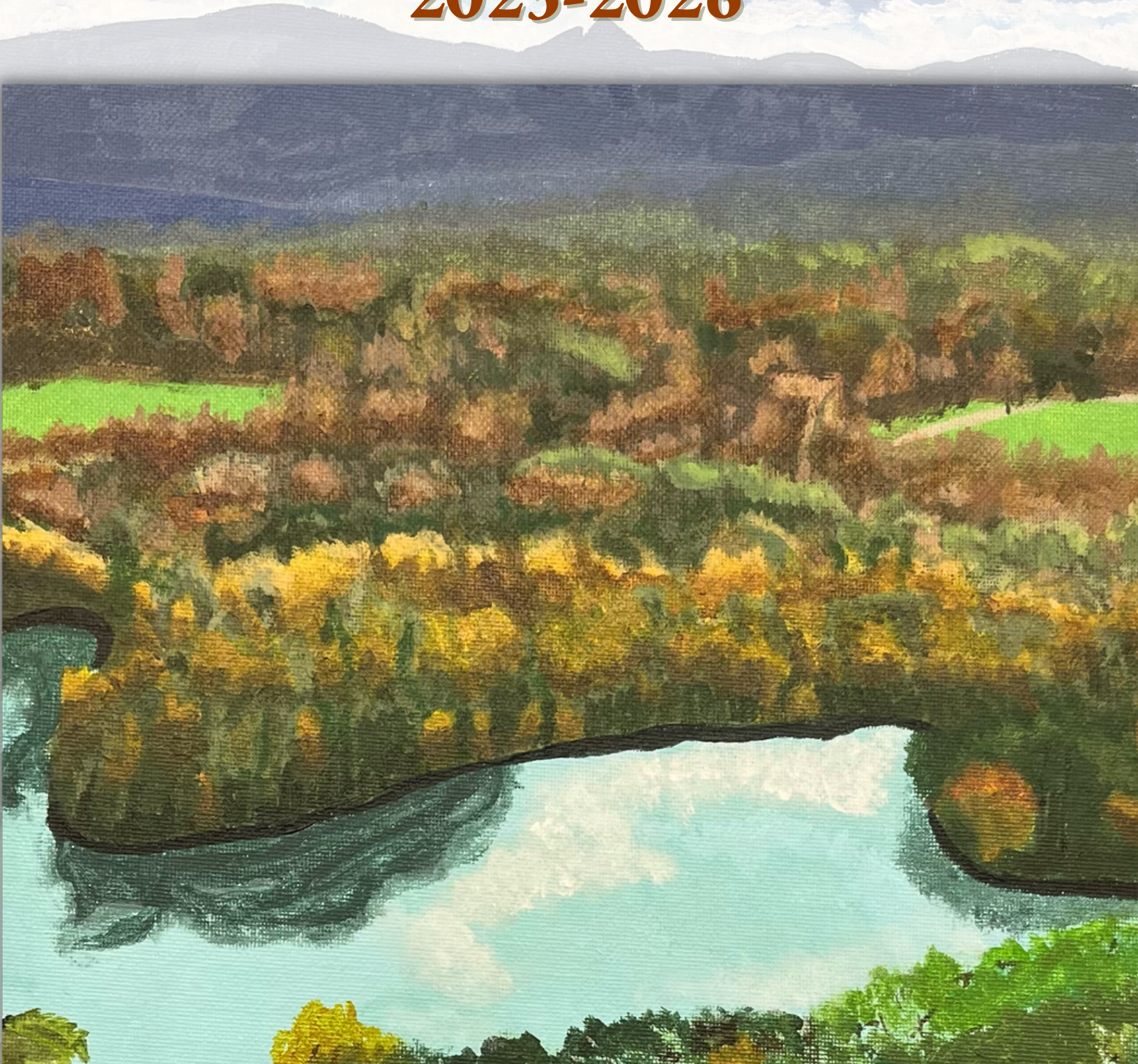


South Windsor Public Schools Strategic Plan 2023-2026



Jamie Peters, Grade 12 Student Artist

"Society grows great when old men plant trees whose shade they know they shall never sit in." -Greek Proverb



SOUTH WINDSOR PUBLIC SCHOOLS VISION STATEMENT

The South Windsor Public Schools promote an engaging and dynamic culture of learning that prepares students to achieve their own individual excellence. Within an emotionally safe environment, educators will foster students' academic, social and personal growth. Our students will demonstrate critical and creative thinking, self-direction, collaboration, adaptability, kindness, compassion and civic responsibility. The SWPS graduate will possess a learner's mindset, exhibit resilience and social consciousness and be empowered to participate in an ever-changing global society.

South Windsor graduates are...

SOUTH WINDSOR PUBLIC SCHOOLS **PORTRAIT OF A GRADUATE** DREAM · ACHIEVE · INSPIRE



ENGAGED

Engaged learners act on their intrinsic curiosity, explore their passions, and act with a sense of purpose. They ask, "How does this work?" "What can I do with this?" and "How can I make this better?"

EMPOWERED

Empowered people apply their knowledge and skills as active members of their community. They take on meaningful causes, and strive to make a positive impact.

SOCIALLY CONSCIOUS

Socially conscious citizens are aware of the needs of others and take action as members of local, national, and global communities.

RESILIENT

Individuals who practice resilience have an "I-can-do-it" attitude that allows them to persevere through challenging and ever-changing circumstances.

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Adopted by the South Windsor Board of Education on January 24, 2023

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Dream.

The South Windsor Public Schools Strategic Plan is intended to provide a high-level summary of some of the major initiatives for the district over the next three years. The Strategic Plan document is not designed to showcase all of the daily tasks associated with the operation of a comprehensive PK-12 school district. Rather, it highlights select initiatives and forecasts where future resources may be directed. It allows the district to proactively communicate to our town leaders needs that may impact budget proposals.

STUDENT ACHIEVEMENT

► Adopt Comprehensive & Highly Effective School Improvement Plans

- Continue to prioritize efforts to offer **Multi-Tiered Systems of Support (MTSS)** to learners in the areas of academics, social-emotional well-being, attendance, and positive behavior
- Promote a learner-centered culture districtwide
- Expand use of inquiry and project-based learning
- Bolster teacher capacity to implement strategies for improving SAT performance
- Design a more targeted delivery model for students requiring specialized services
- Adopt K-3 reading curriculum aligned with science of reading
- Increase personalized learning for students
 - Identify multiple pathways for students to access rigorous coursework
 - Establish an academic support center at the high school
 - Increase enrichment opportunities both during and after school
 - Launch a Virtual Language Lab at the high school to offer a wider variety of languages
 - Increase interventionists in order to provide services for learners requiring tiered support
 - Expand access to credit recovery options
 - Explore expansion of 6-12 college and career pathways by reimagining middle and high school course offerings
 - Develop partnerships with local industry to create internship and other work-based learning opportunities
 - Establish electronic student portfolios aligned to the Portrait of a Graduate

LEARNING ENVIRONMENT

► Provide Safe & State-of-the-Art Facilities that Enhance Teaching & Learning

- Continue to strengthen school safety & security measures
 - Complete rollout of safety officers at elementary schools
 - Increase number of safety officers at secondary schools
 - Continue our excellent partnership with South Windsor Police Department
 - Propose new traffic pattern at South Windsor High School
 - Improve cybersecurity infrastructure and staff training
- Complete Ten-Year Elementary Facilities Plan
 - Relocate all Pleasant Valley staff and students to new school in June 2023
 - Move preschool program from Timothy Edwards to new Pleasant Valley
 - Plan for demolition of former Pleasant Valley in summer of 2023
 - Plan for official opening of new school in August 2023
- Respond to increasing enrollment's districtwide impact on facilities
 - Transform former Wapping School building into High School Annex
 - Expand capacity of Timothy Edwards cafeteria
 - Install portable classrooms at Philip R. Smith
 - Identify future location of South Windsor Transition Program
 - Relocate Social, Academic, Inclusion, and Life Skills (SAILS) program to Pleasant Valley
- Meet goals in 2022-2025 Technology Plan
 - Update High School Annex wireless network
 - Install classroom and staff technology at High School Annex

Achieve.

TALENT MANAGEMENT

► **Recruit & Retain a Racially, Ethnically, & Linguistically Diverse Staff**

- **Develop recruitment strategies to attract a more diverse staff**
 - Publish job postings that clearly identify this goal as a priority and are reflective of our commitment to diversifying the district's workforce
 - Partner with professional organizations such as BLAC and CALAS
 - Seek candidates through high visibility and robust engagement at BIPOC recruitment fairs
- **Review existing hiring practices through an equity lens**
 - Require all search committee members to undergo anti-bias hiring training
 - Ensure that districtwide interview committees include representation of diverse staff
 - Identify potential barriers to BIPOC recruitment, hiring, and retention
- **Establish affinity groups to promote an inclusive school climate and maximize retention and recruitment efforts**

► **Develop Recruitment & Retention Strategies to Proactively Address Staff Shortages**

- **Anticipate future staffing needs in response to increasing enrollment**
- **Strengthen and develop partnerships with higher education and teacher preparation programs**
 - Expand pathways to careers in education for students at the middle and high school
 - Partner with certification programs such as Relay and Alternative Route to Certification
 - Increase opportunities for pre-service experiences in district

- **Identify factors that may narrow the talent pool or contribute to staff turnover**
 - Promote job openings across a variety of platforms, including social media
 - Revise application requirements based on role and responsibility
 - Implement satisfaction and exit surveys
 - Ensure employment contracts reflect competitive salaries and benefits
 - Communicate district's commitment to healthy work-life balance

► **Offer High-Quality Professional Learning & Professional Growth Opportunities**

- **Develop comprehensive onboarding, mentoring, and support strategies to attract new candidates and retain current staff**
- **Provide growth and career advancement opportunities**
 - Develop a teacher leadership program
 - Partner with higher education to establish in-district certification cohorts
 - Implement financial incentives for staff to earn additional certifications in high-demand areas
- **Expand commitment to job-embedded, personalized learning**
 - Increase instructional coaches in order to support a coaching model through which educators access job-embedded professional learning and coaching cycles
 - Sustain professional learning communities
 - Support attendance at local, state, and national conferences
 - Increase voice and choice in professional learning offerings
 - Adopt a teacher evaluation plan that supports professional growth

Inspire.



WELLNESS

► Promote Physical, Social-Emotional, & Mental Health

- **Physical Health**
 - Increase quality and quantity of athletic fields
 - Propose location for a lighted athletic field at the high school
 - Install new post-tension concrete tennis courts to replace existing courts, which are in disrepair
 - Expand intramural athletics opportunities at Timothy Edwards
 - Increase nurses, occupational and physical therapists
 - Enhance variety of opportunities to earn PE credit
- **Social-Emotional and Mental Health**
 - Increase staffing and resources for mental health services
 - Increase the number of school psychologists and social workers
 - Utilize common SEL practices as a K-12 tier-one strategy
 - Integrate and implement updated SEL standards into PE/Health curriculum
 - Explore expanding the Effective School Solutions (ESS) program to Timothy Edwards
 - Continue partnership with Youth and Family Services
 - Continue to support staff wellness initiatives districtwide

STUDENT AND FAMILY EXPERIENCE

► Foster a Sense of Belonging for All Students

- Increase opportunities for student voice and agency
- Foster culturally responsive classrooms
- Increase opportunities and access to after-school programs
- Adopt an inclusive school calendar
- Promote restorative practices
- Support students in realizing attributes of South Windsor's Portrait of a Graduate
 - Align capstone experiences at middle and high school to the Portrait of a Graduate

► Bolster Family Engagement Initiatives

- Roll out family engagement/school climate specialists at the elementary level
- Increase educational programs for families
- Integrate curricula into a learning management system to increase access for parents and caregivers
- Develop a districtwide family engagement plan
 - Conduct Welcome Walkthrough Assessments to identify exemplary culture and climate practices as well as opportunities for increased family engagement and inclusion
 - Identify and cultivate relationships with community-based organizations, service providers, cultural institutions, civic organizations, human services agencies, and volunteer groups

Artwork below created by Grade 2 and Grade 3 student artists.



Highlights of Accomplishments from Past Strategic Plans

2019-2022 STRATEGIC PLAN

- Completed rollout of world language instruction in grades 1 through 12
- Achieved 2019-2022 goals outlined in the Elementary Facilities Ten-Year Master Plan
 - Referendum passed in March 2020, approving Phase 3: new Pleasant Valley Elementary School
 - Completed Phase 2 opening of new Eli Terry and Philip R. Smith Elementary Schools in August 2020
- Completed the rollout of certified Library Media Center Specialists at each elementary school
- Implemented new elementary math program
- Developed Portrait of a Graduate
- Met goals in South Windsor's 2018-2021 Technology Plan
- Increased in-district resources to support mental health needs of students
- Responded to increasing enrollment and its impact on facilities and staffing

**It should be noted that the above accomplishments were achieved during pandemic years.*



Grade 12 Student Artist

2015-2018 STRATEGIC PLAN

- Designed and implemented a K-5 STEM program at all four elementary schools
- Launched an elementary World Language program (implemented first tier of multi-phase launch)
- Achieved 2015-2018 goals outlined in the Elementary Facilities Ten-Year Master Plan
- Completed Phase One of the Ten-Year Plan with the opening of new Orchard Hill Elementary School
- Passed referendum for Phase Two Schools
- Increased student access to a broader variety of elective courses at SWHS, including a new Culinary Career Pathways program
- Created an Alternative Education Program for SWHS students
- Met goals in South Windsor's 2015-2018 Technology Plan, including the deployment of 1:1 Chromebook devices for students in secondary schools
- Established 18-21 year old Special Education Program on campus of Goodwin College
- Provided resources and training to further support the social and emotional needs of students
- Implemented centralized registration for all district schools

2011-2014 STRATEGIC PLAN

- Implemented full-day kindergarten
- Launched Phase One of the Elementary Facilities Ten-Year Master Plan
- Increased high school graduation requirements
- Aligned K-12 Literacy and Mathematics curriculum with Common Core State Standards
- Increased K-12 staffing to support SRBI behavioral interventions
- Developed elementary standards-based progress reporting system
- Introduced Naviance, a web-based school counseling system
- Established an Instructional Rounds professional development model
- Adopted new Educator Evaluation and Development Plan
- Crafted a new South Windsor Public Schools Vision Statement



Grade 12 Student Artist