



Regional School District #4 Chester – Deep River – Essex

Core Beliefs, Mission Statement & Strategic Goals

March 2007

*“You cannot have a learning organization without a shared vision. A shared vision provides a compass to keep learning on course.”
Peter Senge, Ph.D. Senior Lecturer in Organizational Leadership at Massachusetts Institute of Technology.*

In April 2004, the communities of Chester, Deep River, and Essex, along with the educational community, came together to formulate district-wide belief statements and strategic goals. As a result of the April 2004 assembly, our communities took a major step forward equipped with a “shared vision” in the task of engaging all students, pre-kindergarten through grade twelve, in a rigorous, challenging, and cohesive educational program.

At a workshop in October 2006, members of the Chester, Deep River, Essex, and Region 4 Boards of Education worked with the Superintendent, Assistant Superintendent, and a facilitator from the Connecticut Association of Boards of Education to take the first steps on the important task of clarifying our vision. The result of this workshop was the development of fourteen action statements corresponding to our five strategic goals. Faculty and administration are currently engaged in the development of action plans and timelines associated with each strategic goal and action statement. These strategic goals and action statements will serve as a “compass” for the Boards, administration, and faculty leading us toward a cohesive educational program that supports excellence pre-kindergarten through grade twelve.

This Strategic Plan is intended to be a working document that outlines and guides our decision-making over the next three to five years.

Sincerely,

Kim M. Caron
Superintendent of Schools
Chester, Deep River, Essex, and Region 4

Vision Statement

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Our schools endeavor to develop an educational program of excellence where all students achieve at high levels and best instructional strategies are pursued in an environment of inquiry, collaboration, support and trust.

Mission Statement

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We, the schools of Chester, Deep River, Essex, and Region 4, engage all students in a rigorous, challenging, and cohesive educational program. As a community of learners, we foster individual student achievement and empower students to excel in an environment of collaboration, responsibility, and mutual respect. We prepare our students to be knowledgeable, involved citizens in a rapidly changing world.

Core Beliefs

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Teaching: **We believe** in high academic standards in an environment where all students are challenged, supported, and engaged.

Learning: **We believe** that all students can learn at high levels. Our attitudes, expectations, and effort directly impact student achievement and life-long learning.

Leadership: **We believe** that effective leadership exhibits all aspects of our mission and beliefs, and creates an environment of trust, cooperation, and understanding, where all members of the school community strive for continuous district-wide improvement.

Culture and Climate: **We believe** a safe and supportive learning environment requires a culture of collaboration, trust, open communication, tolerance, and respect for and among all stakeholders.

Community: **We value** every child and believe that it is the shared responsibility of the entire community to educate, support, and nurture each child. We should be held accountable for the results, for the resources provided, and for the accomplishment of our mission and goals.

Strategic Goals

Teaching: To attract, retain, develop, and supervise the best possible staff for our schools.

Learning: To ensure the continuous progress of each student by implementing a challenging curriculum with clearly stated benchmarks.

Leadership: To promote, model, and implement the mission, vision, beliefs, goals, and improvement plans of the schools and the PK-12 district.

Culture and Climate: To foster and sustain a climate of professionalism, trust and high expectations that is collaborative, respectful, nurturing, and safe for members of the school community.

Community: To build community support and involvement for the school system.

Strategic Goals

Strategic Goals and Action Statements 2007 – 2009

Strategic Goal 1

Teaching: To attract, retain, develop, and supervise the best possible staff for our schools.

Action statements:

1. Revise the teacher evaluation plan to ensure the proper supervision, support, and evaluation of certified and non-certified staff.
2. Improve professional development opportunities to support the growth of administration, faculty, and staff in the delivery of high quality instruction.
3. Enhance the new teacher and staff induction and mentor program that serves to develop and retain staff.

Learning: To ensure the continuous progress of each student by implementing a challenging curriculum with clearly stated benchmarks.

Action statements:

1. Support site-based “school improvement team” processes and recommendations to improve student learning PK-12.
2. Utilize the commendations and recommendations made by NEASC for school improvement at VRHS.
3. Develop a rigorous, well-articulated PK-12 curriculum with identified essential learnings and clearly stated, measurable benchmarks to ensure students possess high academic skills and positive social behaviors at graduation.
4. Evaluate and revise the process of curriculum development and new course recommendations.

Strategic Goal 2

Strategic Goal 3

Leadership: To promote, model, and implement the mission, vision, beliefs, goals, and improvement plans of the schools and the PK-12 district.

Action statements:

1. Investigate and implement alternative designs for board meetings and committees to promote the goals of the PK- 12 district.
2. Support the recruitment and development of a strong district leadership team thereby enhancing the district's overall capacity to guide district improvement.

Culture and Climate: To foster and sustain a climate of professionalism, trust and high expectations that is collaborative, respectful, nurturing, and safe for members of the school community.

Action statements:

1. The Board, Administration, Faculty, Staff, Students, and School Community will identify and model a core set of values essential to a civil society. (Support and expand the social development program PK-12)
2. Assess, develop, and/or revise policies addressing safety and climate.

Community: To build community support and involvement for the school system.

Action statements:

1. Develop a regular, systematic method for communication to the community. Establish a systematic effort to encourage community dialogue regarding educational issues.
2. Bring fiscal management into alignment with policy and statute.
3. Improve budget process, budget format, and financial reports to increase confidence and trust by the Boards of Education, Boards of Finance, and Boards of Selectmen.

Strategic Goal 4

Strategic Goal 5