

# **Lee Public Schools**

## **Strategic Plan 2011 - 2016**

**Adopted 12/7/10 by the Lee School Committee**

**11/21/10**

## INTRODUCTION

This document presents the strategic plan for the Lee Public Schools. It establishes a long-range direction for the district and provides a clear focus for future pursuits by identifying priorities for improvement. This strategic plan is the culmination of analysis and work by a strategic planning committee consisting of teachers, administrators, parents, students, school committee members, and community leaders.

Strategic Planning is a process for creating an organization's preferred future. It is a long-range planning process for organizational renewal and transformation which provides a framework for improving programs, management functions, and evaluation of an organization's progress. Strategic planning helps organizations think and act strategically, develop effective strategies, clarify future directions, establish priorities, improve organizational performance, build teamwork and expertise, and deal effectively with a rapidly changing environment. The strategic planning process involves a series of steps that moves an organization through:

- ◆ analyzing relevant external trends and their implications;
- ◆ assessing organizational capacity to manage external change;
- ◆ developing a mission statement and guiding beliefs;
- ◆ establishing goals, objectives, and action plans designed to move the organization to where it wants to be;
- ◆ setting a strategic direction to follow to achieve its mission and objectives;
- ◆ communicating its mission, beliefs, and goals/objectives to all stakeholder groups;
- ◆ implementing action plans it has developed; and
- ◆ monitoring progress, solving problems, and renewing action plans.

Organizations implement strategic planning to effectively deal with change in a proactive, rather than reactive manner by establishing a common purpose, a sense of direction, priorities for change, and a blueprint for action. This plan presents an analysis of the district's strengths and weaknesses as well as opportunities and threats anticipated by emerging trends and changing conditions. Based upon this understanding and analysis, this document defines the mission, vision, guiding beliefs, and goals and objectives which will guide the school district during the next five years.

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**Lee Public Schools  
Strategic Planning Committee Members**

Jason P. McCandless – Superintendent  
Robert Lohbauer – Lee School Committee  
Kathy Hall – Lee School Committee  
Kelly Koperek, Lee School Committee  
Ed Nardi, Tyringham School Committee  
Kerry Burke, Lee Middle and High School Principal  
Joe Turmel, Lee Middle and High School Vice Principal  
Kate Retzel, Elementary Principal  
Alice Taverna, Director of Special Education  
Charles Flynn – Technology Administrator  
Gordon Bailey– Lee Select Board  
Patti Carlino – Lee Select Board  
John Philpott – Lee Community Development  
Sharon Terry, Director of Lee Youth Association  
Dayton Delorme– Community Member  
Ginger Armstrong – LEA/Teacher  
Pam Briggs – LEA/Teacher  
Mark Hungate - LMHS Teacher  
Marty McEvoy – LMHS Teacher  
Dan Korte – Guidance/Athletic Director  
Janet Warner – LES Teacher  
Kathy DeVarennes – LES Teacher  
Paula Duhon – LES Teacher  
Tom Consolati, Sr. – St. Mary’s  
Christine Haley – St. Mary’s  
Freda Grim– Parent  
Jessica Maloney – Parent  
Nick Sitzer - Student  
Emily Diaz – Student  
Ryan Nalepa – Student  
Lauren Richardson – Student  
Moriah McKenna – Student  
Cristhian Cabrera – Alumni  
Susan Tanguay, Administrative Assistant

Dr. John Aherne – Teachers’21 Facilitator

<b>Mission Statement</b>	<b>The mission of the Lee Public Schools is to ensure students have the opportunities to develop the social, civil, and critical thinking skills to thrive in an ever-changing world.</b>
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## Guiding Beliefs

### *We believe .....*

- ◆ The good of our students is at the center of every decision.
- ◆ The education of our students is a shared priority and responsibility of the school, community and family.
- ◆ Given the opportunity, every student can reach his or her full potential.
- ◆ Successes and mistakes are part of the learning process.
- ◆ Programs, services, and facilities should be of the highest quality and responsive to the changing needs of our local and global community.
- ◆ High quality professional development is essential for improving educational practice and maximizing student achievement.
- ◆ Every member of the school, community, and family deserves to be treated with respect and courtesy.
- ◆ Reasonable rules of behavior are necessary for the development of self-discipline and personal responsibility.
- ◆ In a safe, supportive, organized, and equitable environment.
- ◆ The use of technology supports and enhances teaching and learning.
- ◆ In promoting broad-based communication and school-family-community partnerships.
- ◆ In maximizing the available resources to meet the mission statement.
- ◆ In a standard of excellence throughout the district in all endeavors.

### **Vision Statement**

*We are united in the belief that our ethical, societal, and fiscal responsibilities are to provide outstanding educational opportunities and facilities. In an atmosphere of respect, compassion, and support, students will reach deeply within themselves to engage in and be responsible for their learning.*

*We are committed to effective and innovative teaching that promotes critical and creative thinking.*

*We will foster collaborative partnerships and maximize community resources to expand options for all students.*

*Ultimately, our graduates will set and meet goals, make healthy and responsible choices, and embrace diversity in order to live with a sense of purpose and readily face the challenges of the future.*

## Goals and Objectives

1. **Curriculum** – To provide an enriched, diverse, and relevant curriculum that meets the needs of all students.

1.1 Conduct a programmatic K-6 and 7-12 curriculum audit within each school building.

1.2 Identify and fill gaps in curriculum offerings, especially in electives.

1.3 Examine and revise grouping policies and course prerequisites for appropriate student placement.

1.4 Plan for enriched and innovative offerings.

1.5 Develop and implement a district- wide curriculum review and update process..

1.6 Insure technology is integrated in the curriculum.

2. **Technology** – To employ a variety of technologies as integral components of district curricula, administrative operations, and community partnerships.

2.1 Conduct a comprehensive review of technology and develop a district- wide technology plan with a cyclical review component.

2.2 Deliver appropriate professional development to support the use of technology in the classroom and district operations.

2.3 Improve the use of technology to communicate with the community.

3. **Community Collaboration** – To develop and nurture dynamic, mutually beneficial partnerships with the greater community.

3.1 Encourage the reactivation of the Lee Youth Commission in conjunction with the Lee Youth Association.

3.2 Expand and maintain relationships with businesses within the greater community.

3.3 Create and implement a robust, effective communication network to market and inform.

3.4 Tap into the human resources available in our community.

3.5 Maximize the use of public school facilities and municipal resources for broad and beneficial use by the wider community.

3.6 Strengthen parental involvement with sensitivity to the changing needs of our families.

**4. Teaching and Learning – To maximize student achievement by utilizing effective teaching that challenges and meets the needs of all learners.**

- 4.1 Ensure the time and resources are available for high quality professional development that reflects the needs of the district and the staff, and meets the requirements of state and federal mandates.
- 4.2 Provide learning opportunities for students to recognize and pursue their unique abilities, talents, and interests.
- 4.3 Use student data to drive decision making in the areas of curriculum and instruction.
- 4.4 Integrate technology to enhance instruction at all grade levels.
- 4.5 Provide challenging educational PreK-12 programs with instructional resources that meet individual learning needs.
- 4.6 Increase student achievement in all grades.

**5. Student Wellness – To create an atmosphere that results in social, emotional, physical, and academic health for all students.**

- 5.1 Strengthen student services addressing the social and emotional needs of the student from PreK-12.
- 5.2 Enhance wellness programs that incorporate opportunities for optimal well-being and academic learning.
- 5.3 Organize and implement a system that identifies and targets early indicators of poor behavior and/or declining academic performance.
- 5.4 Create and use a system to allow for student and parent input for nutritional menu planning.
- 5.5 Organize and establish extra curricular activities that promote wellness throughout the school year.