



# Proud of Our Past, Charting Our Future

Strategic Plan | 2023-2028





## Putnam Public Schools

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*Facilitated and Prepared by*

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# Table of Contents

- 04** Letter of Introduction
- 06** Strategic Planning Committee Members
- 08** Summary of the Strategic Planning Process
- 10** Mission: What We Do
- 12** Core Values: What We Believe
- 13** Vision: What We Aspire To Be
- 14** Theory of Action
- 16** Strategic Objectives and Initiatives: What We Want To Accomplish
  - 17** Strategic Objective #1 Action Plan
  - 22** Strategic Objective #2 Action Plan
  - 26** Strategic Objective #3 Action Plan
  - 30** Strategic Objective #4 Action Plan
- 33** Dashboard



# To the Students, Staff and Families of the Putnam Public Schools,

This document contains the Strategic Plan for the 2023 to 2028 school years. It represents a great deal of work from a team of staff, students, parents, and community members committed to the future success of Putnam and its students. Thank you to the 19 people that comprised the strategic planning development team for their tireless work to help the Board of Education and district leadership team shape its direction for the coming years.

This Strategic Plan represents feedback from the stakeholders of Putnam that came in the form of five focus groups, multiple surveys offered to all constituencies of the Putnam Public Schools including the community, and volumes of data that the strategic planning committee reviewed during the development of this plan. One of the goals that the district administration and Board of Education established before the process began was to ensure that the school district did not drive the process. This was done to ensure that the plan was written with a completely objective perspective. This goal was met due to the consultation of the Teaching and Learning Alliance (TLA) and their facilitation of the process.



Included in this plan are new mission and vision statements, along with new core values and a theory of action. The committee identified four strategic objectives and twenty initiatives. While ambitious, this plan should serve as the district roadmap for the next five years. Further, the district leadership team will align this plan with long term budget plans and those for professional learning to keep the strategic objectives at the forefront of their work.

We look forward to working together in partnership with all community members. Ultimately, this work should lead to improved academic and social-emotional learning outcomes for all Putnam students.

Sincerely,

**Jill Zangerl,**  
Board of Education Chair





Putnam Public Schools | 2022

# Strategic Planning Committee Members

**Daniel Sullivan**

Superintendent of Schools

**Jacqueline Vetrovec**

Director of Curriculum & Instruction

**Heather Taylor**

Principal, Putnam High School

**Teri Bruce**

Principal, Putnam Middle School

**Patty Bryant**

Director Family Resource Center,  
Putnam Elementary School

**Nancy Cole**

Business Administrator

**Becky Lopes**

Director of Student Services

**Mike Morrill**

Board of Education

**Jill Zangerl**

Board of Education

**Jamie Heath**

Board of Education

**Carrie Riendeau**

Parent

**Heather Goodier**

Community Member

**Emily Morrison**

Parent

**Guinevere Weiker**

Student, Putnam High School

**Meredith Burbank**

Educator, Putnam Middle School

**Gretchen Hess**

Educator, Putnam High School

**Chelsea Calabrese**

Educator, Putnam Elementary School

**Sally Crosby**

Paraprofessional

**Pamela McDonald**

Educator, Putnam Elementary School



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Aa Bb Cc Dd Ee Ff Gg Hh Ii Jj Kk Ll Mm Nn

Oo Pp Qq



### Letter Formation

Key Line Letters: t b f i h k

Plane Line Letters: n m i u r p j

Plane Line Slanted Letters: c o a g d s q e

Plane Line Slide Letters: v w x y z

Activities: Eyes watching, Ears listening, Mouth moving

### Calendar

August

1 2 3 4 5 6 7

26 27 28 29 30

Activities: Bed E, Rested Index, Summer Play Ideas

el sol  
rojo  
la casa  
el rectángulo  
verde  
el perro  
negro  
black





# Summary of the Strategic Planning Process

The strategic plan is a powerful tool that can assist a district in staying focused on what it is, what it wants to be, and how it can achieve its goals. It represents “the set of actions an organization chooses to pursue in order to achieve its objectives. These deliberate actions are puzzle pieces that fit together to create a clear picture of how the people, activities, and resources of an organization can work effectively to accomplish a collective purpose.” (Curtis & City, 2010, p. 20). The strategic planning process affords the opportunity to seek feedback from constituents that comprise the school district: students, parents, staff, administrators, school committee, and the community, in order to best serve the educational community in the future.

In the Spring and Fall of 2022, members of the Putnam Public Schools and community came together to develop a strategic plan that would serve as a road map for improvement for the 2023 through 2028 school year. The following three-step strategic planning process was employed to help guide the planning process:

## PPS Strategic Plan 2023-2028

### Phase 1

Building the Foundation

### Phase 2

Building the Plan

### Phase 3

Implementing the Plan



# Phase One

**Phase One** represented an important step in beginning the building of a strong foundation in the strategic planning process. In this phase, relevant data representing the performance of the Putnam Public Schools was collected and community input and feedback was solicited. A series of forums were conducted with parents, community, school committee, staff, and leadership. Ex-post facto data about the Putnam Public Schools was also collected to be used in Phase Two of the process. This data guided the work of the Strategic Planning Committee in Phase Two of the process.

# Phase Two

In **Phase Two**, a Strategic Planning Committee was established to begin the important work of analyzing internal and external data to guide the work in establishing a mission, core values, and a vision. The current strategic plan was also assessed to inform the development of a new plan. During Phase Two work, members of the Strategic Planning Committee analyzed internal and external data collected in order to identify common themes, referred to in the plan as arches. The Strategic Planning Committee established a strategic objective for each arch, developed strategic initiatives for each objective, and identified outcomes for each strategic objective. The Strategic Committee also revisited the vision in this phase to ensure it represented the mission of the Putnam Public Schools. A theory of action was also developed.

# Phase Three

In the **final phase** of the strategic planning process, the Strategic Planning Committee discussed how the newly developed contents of the strategic plan could be implemented both vertically and horizontally in the organization to guide the change process over the next five years. Strategies were highlighted that would be employed to ensure that district improvement would focus on the identified compass points.



# Mission: What We Do

The **Mission Statement** explains who we are and highlights our fundamental reason for existing. When others read the mission statement they should understand what our core role is as a district. The mission creates fundamental questions for all organizations to ask:

- What is it that we do as a school district?
- Who does the district serve?
- What are the core values of our school community?
- What are the strengths and challenges in our district?

The Strategic Planning Committee reviewed all collected data from parents, community, and staff and then engaged in a great deal of conversation regarding the aforementioned questions and developed the following mission statement:

---

We, in partnership with the community, cultivate continuous personal and academic growth by meeting the needs of the **whole child** in a safe, equitable learning environment.





**P is Proud**  
I am happy when I try my best  
I take care of our supplies  
I can help others

**A is Always Kind**  
I can share with others  
I can be a friend  
I raise my hand  
I finish my work

**W is Wonderful**  
I listen to the teacher  
I can be a friend  
I raise my hand  
I finish my work

**S is Safe**  
I push in my chair  
I use walking feet  
I call my hands and feet  
I clean up my mess





# Core Values: What We Believe

The Putnam Public Schools' **Core Values** should remain constant in an ever-changing world. These values provide the foundation for our work and influence how we conduct ourselves and engage with others. The following set of core values were established:

*We believe in...*



## Perseverance

Developing our abilities through hard work and maintaining a growth mindset



## Unity

Every individual is unique and is an equally important member of our school culture, climate, and success



## Pride

Honoring ourselves, our schools, and our community



## Respect

All members of the school community should treat one another with consideration, integrity, and honesty



# Vision: What We Aspire To Be

A **Vision Statement** represents an aspirational description of what an organization would like to achieve or accomplish in the mid-term or long-term future. It is intended to serve as a clear guide for choosing current and future courses of action. It is intended to be our compass – our North Star. The vision statement should be a brief, but concise statement that clearly exemplifies the district's vision for those it serves.

Our graduates are independent learners who can apply their knowledge to different purposes and embrace the future. They are resilient, persistent, and adaptable. With empathy and understanding of diverse cultures and perspectives, our learners can work in a collaborative fashion to find creative solutions to problems. Failure is viewed as an opportunity for future success, and exploration of the world is encouraged.



# Theory of Action

An organization's **theory of action** represents a set of actions that will be implemented in order to improve the organization and help it reach its mission. The theory of action is closely related to the strategic objectives and how their implementation will lead to organizational improvement.

In providing high quality curriculum, instruction, and professional development, allocating funding for effective, safe, and modern facilities, recruiting and retaining qualified staff, enhancing effective communication between home, school, and community, and fostering safe and supportive learning environments;

**We cultivate continuous personal and academic growth by meeting the needs of the whole child in a safe, equitable learning environment.**



PUTNAM HIGH SCHOOL

CSC EAST CHAMPIONS

HOME 17.00 GUEST

|                |                 |
|----------------|-----------------|
| EAST LYME      | PLAINFIELD      |
| FITCH          | ST. DENIS       |
| GRISWOLD       | STONINGTON      |
| KILLINGLY      | TORRELLLOTTE    |
| LEDYARD        | WATERFORD       |
| LYMAN MEMORIAL | WHEELER         |
| MONTVILLE      | WINDHAM         |
| NEW LONDON     | WINDHAM ACADEMY |
| EXCELLENCE     | ECC INTEGRITY   |

2018

|       |        |       |
|-------|--------|-------|
| POSS  | PERIOD | POSS  |
| BONUS | 1      | BONUS |
| 0     |        | 0     |
| FOULS | PLAYER | FOULS |
| 0     |        | 0     |
| SCORE | MATCH  | SCORE |





# Strategic Objectives and Strategic Initiatives

## 2023 - 2028

After developing a mission, core values, and a vision, the Strategic Planning Committee began the work of developing the strategic objectives that will serve as the core focus of district improvement for the next five years. Each objective is highlighted in an action plan that includes multiple strategic initiatives for each objective, outcomes, and responsibility. The following four strategic objectives emerged from the process:

### **1 Teaching, Learning, and Leading**

Promote student success through high quality coordinated curriculum, instruction, and professional development

### **2 Finance, Capital, and Personnel**

Allocate funding to provide effective, safe, and modern facilities; recruit and retain qualified staff

### **3 Climate, Culture, and Wellness**

Foster safe and supportive learning environments for social, emotional, and academic growth

### **4 Communication and Community Engagement**

Enhance effective communication among home, school, and community to promote engagement and partnerships





# Strategic Objective #1: Teaching, Learning, and Leading

Promote student success through high quality coordinated curriculum, instruction, and professional development

| <b>Strategic Initiative</b>  | <b>Outcome</b>  | <b>Timeline</b><br>Jan. 2023 - Jan. 2028  | <b>Responsibility</b>                         |
|--|---|---|---|
| <p>Evaluate PK-8 math and ELA curriculum and ensure vertical alignment of priorities, learning targets and learning outcomes</p> | <p>Vertically aligned curriculum, understanding of student outcomes, higher student achievement</p> | <p><b>Spring 2023/Fall 2024</b><br/>Develop an ELA and a Math committee.<br/>Identify deficits in existing curricular documents</p> <p><b>SY 2023-2024 and Fall 2024:</b><br/>Identify learning targets and learning outcomes including grade level exemplars.<br/>Ensure curricular documents reflect newly identified targets and outcomes.</p> <p><b>SY 2024-2026:</b><br/>Develop a timeline and plan for full PK-8 staff rollout of curricular documents.<br/>Utilize professional development and Professional Learning Community time to inform staff of curricular expectations</p> | <p>Director of Curriculum and Instruction</p> |

# Strategic Objective #1: Teaching, Learning, and Leading

| <b>Strategic Initiative</b>   | <b>Outcome</b>   | <b>Timeline</b><br>Jan. 2023 - Jan. 2028  | <b>Responsibility</b>                  |
|---|--|---|--|
| <p>Explore opportunities to better address the range of student academic abilities in middle and elementary schools</p> | <p>Ensure that all students are appropriately challenged and ready</p> | <p><b>SY 2022-2023</b></p> <p>With the leadership team, research and define learning opportunities that challenge and address a range of academic abilities.</p> <p><b>SY 2023-2024</b></p> <p>Run pilot programs on a small scale if appropriate and analyze data to measure the effectiveness.</p> <p>Map a long-range plan/approach for all students to engage in challenging learning opportunities.</p> <p>Provide professional learning and begin to implement (i.e. review resources, design instruction, etc.)</p> <p><b>SY 2024-2025</b></p> <p>Implement learning experiences that challenge learners.</p> <p>Examine learning experiences and evaluate the effectiveness of student achievement.</p> | <p>PES Principal<br/>PMS Principal</p> |



# Strategic Objective #1: Teaching, Learning, and Leading

| Strategic Initiative   | Outcome   | Timeline<br>Jan. 2023 - Jan. 2028   | Responsibility                          |
|--|---|---|---|
| <p>Explore and develop unique opportunities and pathways for increased learning opportunities and enrollment at Putnam High School</p> | <p>Retain, recruit and provide increased opportunities for all current and potential students</p> | <p><b>Spring 2023/Fall 2024</b><br/>Form committee to research unique programs and models being used across CT schools and beyond.<br/>Examine the possibility of being a magnet high school.</p> <p><b>Spring 2025</b><br/>Conduct student interest inventory.<br/>Explore feasibility of running a pilot program.</p> | <p>PHS Principal and Superintendent</p> |



# Strategic Objective #1: Teaching, Learning, and Leading

| <b>Strategic Initiative</b>   | <b>Outcome</b>   | <b>Timeline</b><br>Jan. 2023 - Jan. 2028   | <b>Responsibility</b>   |
|---|--|--|---|
| <p>Develop curriculum that integrates Portrait of the Graduate competencies throughout PK-12 and ensure students have opportunities to demonstrate those competencies</p> | <p>Increased coordination among schools and improve academic outcomes for all students</p> | <p><b>Spring 2023/Fall 2024</b><br/>Introduce the Portrait of the Graduate system to PK-8 staff.<br/>Define and develop opportunities within the PK-8 curriculum where students can demonstrate the Portrait of the Graduate skills.</p> <p><b>SY 2023-2024</b><br/>Ensure Grades 9-12 curriculum is fully aligned to the Portrait of the Graduate expectations.<br/>Develop age and development appropriate rubrics which demonstrate attainment of the Portrait of the Graduate skills for grade spans PK-2, 3-4, 5-6 and 7-8.</p> <p><b>SY 2024-2025</b><br/>Utilize professional development and Professional Learning Communities time to review, reflect and revise the Portrait of the Graduate opportunities provided to students at the PK-8 level.</p> | <p>Director of Curriculum and Instruction and Leadership Team</p> |



# Strategic Objective #1: Teaching, Learning, and Leading

| Strategic Initiative  | Outcome  | Timeline<br>Jan. 2023 - Jan. 2028  | Responsibility  |
|---|--|--|---|
| <p>Ensure the Multi tiered system of supports (MTSS) procedures are being implemented across the district</p> | <p>Meet at-risk and identified student needs</p> | <p><b>Spring 2023</b><br/>Committee reviews current practices and procedures.<br/>District Team to conduct <u>Self Assessment</u></p> <p><b>Fall 2023 (annually)</b><br/>Present Multi Tiered Systems of Support (MTSS) at building-level meetings<br/>Develop tiered interventions.</p> <p><b>Spring 2024</b><br/>Determine effectiveness of the interventions/processes.</p> <p><b>Late Spring 2024</b><br/>Make edits to processes as necessary.</p> <p><b>Ongoing</b><br/>Collaborate with building leadership, special education director, and curriculum director to assess Multi Tiered Systems of Support supports</p> | <p>PHS Assistant Principal, PMS Dean of Students, and PES Assistant Principal</p> |



# Strategic Objective #2: Finance, Capital, and Personnel

Allocate funding to provide effective, safe, and modern facilities; recruit and retain qualified staff

| <b>Strategic Initiative</b>                      | <b>Outcome</b>                                | <b>Timeline</b><br>Jan. 2023 - Jan. 2028   | <b>Responsibility</b>                |
|--|---|--|--------------------------------------|
| Increase staffing to support high needs students | Improve student outcomes for at risk students | <p><b>Spring 2023 and SY 2023/2024</b><br/>Examine student/staff ratios in Putnam as well as surrounding communities with similar demographics.</p> <p>Examine Special Education prevalence rates over time</p> <p>Examine ELL numbers and status (direct service vs monitoring)</p> <p>Explore programs and services with cost neutral opportunities.</p> <p><b>SY 2023/2024</b><br/>Research and visit programs in surrounding communities</p> <p>Develop program mission, population served, tuition, staffing needs</p> <p><b>Fall 2024/Spring 2025</b><br/>Presentation to the BOE.</p> | Director of Student Services and BOE |



# Strategic Objective #2: Finance, Capital, and Personnel

| Strategic Initiative   | Outcome  | Timeline<br>Jan. 2023 - Jan. 2028  | Responsibility  |
|--|--|--|---|
| <p>Develop capital improvement plan including facilities and determine how to fund it</p> <p>Hire and retain staff committed to working in Putnam and continue to prioritize competitive salaries and benefits</p> | <p>Support budget funding to meet the district mission, vision, and strategic initiatives</p> <p>Increase staff retention rate</p> | <p><b>Spring 2023 – Spring 2028 (annually)</b><br/>Annual presentation of facility needs to the Board of Education and Board of Finance.</p> <p>January for Board of Education (annually) and March for Board of Finance (annually)</p> <p>Inclusion and presentation of the proposed capital plan during the budget process.</p> <p><b>Spring 2023</b><br/>Explore opportunities to host student teachers or interns.</p> <p><b>Spring 2023 – Spring 2028 (annually)</b><br/>Determine staffing needs prior to Jan. 1.</p> <p>Begin advertising and recruiting for anticipated vacancies by March 1.</p> <p><b>Ongoing</b><br/>Participate in area job fairs or create a regional job fair.</p> | <p>Superintendent, Business Administrator, and BOE</p> <p>Principals, Directors, and Superintendent</p> |

## Strategic Objective #2: Finance, Capital, and Personnel

| Strategic Initiative  | Outcome  | Timeline<br>Jan. 2023 - Jan. 2028   | Responsibility                                  |
|---|--|---|---|
| Increase public awareness of the financial needs of the Putnam Public Schools | Support budget funding to meet the district mission, vision, and strategic initiatives | <p><b>2023-2028</b><br/>Explore opportunities to increase the transparency of the budget document</p> <p><b>Spring 2023 – Spring 2028 (annually)</b><br/>Conduct a budget building presentation after each municipal election.</p> <p><b>Spring 2023 – Spring 2028 (annually)</b><br/>Invite Board of Finance and Board of Selectmen to the Superintendent’s budget presentation and subsequent workshops.</p> <p><b>Spring 2023 – Spring 2028 (annually)</b><br/>Post all budget documents and recording of the superintendent’s presentation on the website</p> | Superintendent, Business Administrator, and BOE |



# Strategic Objective #2: Finance, Capital, and Personnel

| Strategic Initiative  | Outcome   | Timeline<br>Jan. 2023 - Jan. 2028   | Responsibility                                     |
|---|---|---|--|
| <p>Analyze current tech devices and forecast ongoing needs to develop plan to address ongoing tech enhancements and repairs</p> | <p>Comprehensive technology plan to address district technology needs</p> | <p><b>Spring 2023 – Spring 2024</b><br/>Apex provides an inventory and needs assessment.</p> <p><b>SY 2024 – 2025</b><br/>Committee develops plan.</p> <p><b>Fall 2025</b><br/>Committee presents plan to Board of Education.</p> | <p>Apex Technology and District Tech Committee</p> |





# Strategic Objective #3: Climate, Culture, and Wellness

Foster safe and supportive learning environments for social, emotional, and academic growth

| <b>Strategic Initiative</b>   | <b>Outcome</b>  | <b>Timeline</b><br>Jan. 2023 - Jan. 2028  | <b>Responsibility</b>  |
|---|---|---|--|
| <p>Examine the effectiveness of current PK-12 SEL programs and make appropriate changes</p> | <p>Increase effectiveness of programs to support students</p> | <p><b>Fall 2024</b><br/>Conduct 3-year data analysis of student attendance and behavior.<br/><br/>Review vertical alignment of Social Emotional Learning skill acquisition.</p> <p><b>Spring 2024</b><br/>Review data with Social Emotional Learning building level advisory teams.</p> <p><b>SY 2024-2026</b><br/>Develop curricular enhancements.</p> | <p>Director of Curriculum and Instruction and SEL Advisory Teams</p> |



# Strategic Objective #3: Climate, Culture, and Wellness

| Strategic Initiative   | Outcome  | Timeline<br>Jan. 2023 - Jan. 2028   | Responsibility  |
|--|--|---|---|
| <p>Evaluate the effectiveness of current school climate programs, impact on student learning, bullying and student respect</p> | <p>Increase effectiveness of programs to support culture</p> | <p><b>Spring 2023</b><br/>Conduct 3-year data analysis of student attendance and behavior.</p> <p><b>Fall 2023</b><br/>Review data with Social Emotional Learning building level advisory teams to develop and identify problem areas, learning opportunities and possible intervention strategies.</p> | <p>PHS Assistant Principal, PMS Dean of Students, and PES Assistant Principal</p> |
| <p>Develop a district-wide philosophy, expectations and language of student behavior</p>                                       | <p>Program clarification for students and families</p>       | <p><b>SY 2023-2024</b><br/>Develop Social Emotional Learning curriculum assessment that is grade level appropriate.</p> <p><b>SY 2024-2025</b><br/>Develop a plan to promote and share expectations and language with families and community</p>  | <p>Director of Curriculum and Instruction and SEL Advisory Teams</p>              |

# Strategic Objective #3: Climate, Culture, and Wellness

| Strategic Initiative  | Outcome  | Timeline<br>Jan. 2023 - Jan. 2028  | Responsibility   |
|---|--|--|--|
| <p>Explore opportunities and increase in-person family engagement opportunities and student participation in community events</p> | <p>Increased family involvement and community engagement</p> | <p><b>SY 2023-2024</b><br/>Develop a family needs assessment to identify types of parent engagement and learning opportunities.</p> <p><b>SY 2024-2025 (and update annually)</b><br/>Develop an in-district activities calendar.</p> <p><b>SY 2024-2028 (as needed annually)</b><br/>Examine the Putnam community events calendar and identify opportunities for schools to get involved.</p> <p><b>SY 2023-2028 (as needed annually)</b><br/>Promote participation via social media, school website and local news sources.</p> | <p>Principals, FRC Director, Coaches, and Advisors</p> |





# Strategic Objective #3: Climate, Culture, and Wellness

| <b>Strategic Initiative</b>   | <b>Outcome</b>                                  | <b>Timeline</b><br>Jan. 2023 - Jan. 2028  | <b>Responsibility</b>  |
|---|---|---|--|
| <p>Increase awareness and education of bullying prevention and improve student behavior</p> | <p>Safe school environment for all students</p> | <p><b>Spring 2023</b><br/>Conduct 3-year data analysis of student attendance and behavior.</p> <p><b>Fall 2023</b><br/>Review data with SEL building level advisory teams to develop and identify problem areas, learning opportunities and possible intervention strategies.</p> <p><b>Spring 2024 (annually)</b><br/>Provide parent training and information related to bullying and student behavioral expectations.</p> | <p>PHS Assistant Principal,<br/>PMS Dean of Students<br/>and PES Assistant Principal,<br/>FRC Director</p> |



# Strategic Objective #4: Communication and Community Engagement

Enhance effective communication among home, school, and community to promote engagement and partnerships

| <b>Strategic Initiative</b>                  | <b>Outcome</b>                                 | <b>Timeline</b><br>Jan. 2023 - Jan. 2028  | <b>Responsibility</b>                       |
|--|--|---|---|
| Investigate how we make parents our partners | Increase parental participation and engagement | <p><b>SY 2023-2024</b><br/>Create a community involvement task force that includes parents and Board of Education representatives.</p> <p><b>SY 2024 - 2025</b><br/>Identify (surveys) and develop programming for parents to increase engagement in the schools (in-person, web-based).</p> <p><b>SY 2025 - 2028 (annually)</b><br/>Create a public calendar of events that brings parents into the schools and students into the communities.</p> | Superintendent and District Leadership Team |

# Strategic Objective #4: Communication and Community Engagement

| Strategic Initiative  | Outcome  | Timeline<br>Jan. 2023 - Jan. 2028   | Responsibility                           |
|---|--|---|--|
| <p>Create resource of community partnerships</p>                                      | <p>Build upon existing community supports</p>  | <p><b>SY 2023-2024</b><br/>Create a community involvement task force that includes parents and Board of Education representatives.</p> <p><b>SY 2025 - 2028 (annually)</b><br/>Create a public calendar of events that brings parents into the schools and students into the communities.</p> | <p>Superintendent, BOE, FRC Director</p> |
| <p>Investigate how we support special populations to be prepared after graduation</p> | <p>Identify necessary program enhancements</p> | <p><b>Spring 2023</b><br/>Develop a two-part survey<br/>Develop a system to collect graduating seniors' personal information/email</p> <p><b>SY 2026/2027</b><br/>Administer survey to graduating class of 2023</p>   | <p>Director of Student Services</p>      |



# Strategic Objective #4: Communication and Community Engagement

| Strategic Initiative                           | Outcome  | Timeline<br>Jan. 2023 - Jan. 2028   | Responsibility  |
|--|--|---|---|
| <p>Celebrate successes, promote excellence</p> | <p>Improve district image through sharing district successes</p> | <p><b>SY 2023-2028 (regularly)</b><br/>Promote success via social media, school websites and local news sources.</p> <p><b>SY 2023-2028 (regularly)</b><br/>Conduct regular meetings with the district communications committee.</p>  | <p>Principals, Leadership Team, Athletic Director, and Superintendent</p> |
| <p>Examine MS to HS transition process</p>     | <p>Improved parent communication and transition process</p>      | <p><b>Spring '23</b><br/><b>(target audience = grade 7)</b><br/>Conduct a data analysis of student academic/attendance/behavior of students in grades 7-8.</p> <p>Administer a survey to grade 8 students identifying their high school choice with reasons for their choice.</p> | <p>PMS and PHS Principals</p>   |



# Proud of Our Past, Charting Our Future

Putnam Public Schools  
Strategic Plan | 2023-2028

## Our Mission

We, in partnership with the community, cultivate continuous personal and academic growth by meeting the needs of the whole child in a safe, equitable learning environment.

## Our Vision

Our graduates are independent learners who can apply their knowledge to different purposes and embrace the future. They are resilient, persistent, and adaptable. With empathy and understanding of diverse cultures and perspectives, our learners can work in a collaborative fashion to find creative solutions to problems. Failure is viewed as an opportunity for future success, and exploration of the world is encouraged.

## Our Core Values



### Perseverance

Developing our abilities through hard work and maintaining a growth mindset



### Unity

Every individual is unique and is an equally important member of our school culture, climate, and success



### Pride

Honoring ourselves, our schools, and our community



### Respect

All members of the school community should treat one another with consideration, integrity, and honesty

## Strategic Objectives

2023 - 2028

**Strategic Objective #1:**  
Teaching, Learning, and Leading

**Strategic Objective #2:**  
Finance, Capital, and Personnel

**Strategic Objective #3:**  
Climate, Culture, and Wellness

**Strategic Objective #4:**  
Communication and  
Community Engagement

## Putnam Public Schools

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