

**Kearsarge Regional School District
Strategic Plan Goals and Objectives 2022-23
School Board Update May 18, 2023**



Our Vision:

*Inspiring learners, committing to community, contributing
to a dynamic world.*

Kearsarge Regional School District Mission

We are seven towns, seven schools, and one district committed to partnering with families and community, to support and prepare learners who:

- Pursue academic excellence.
- Are caring, compassionate community members who support each other.
- Make positive contributions to the world and value diversity.
- Promote personal responsibility, accountability, and wellness.
- Value the collaborative process while maintaining a sense of self-advocacy.
- Celebrate creativity *and embrace innovation*.
- Are flexible, resilient, and embrace individual growth.

Purpose

The purpose of the KRSD Strategic Plan is to identify the overall goals for the district, set priorities, and focus the work and resources of the school district in achieving the district vision and mission. The KRSD Strategic Planning Committee has identified the five goal areas listed below, each with specific objectives and indicators, for the 2019 - 2026 cycle. The Action Plan will be utilized to track the work of the various groups in the district, identify resources, assign responsibilities, and maintain the focus on achieving the goals and objectives.

Process and Timeline

The KRSD School Board will meet each June to review progress towards the strategic plan goals and provide input towards the objectives for the coming school year. The Strategic Planning committee will meet as necessary to update the KRSD Action Plan. Progress towards the KRSD Strategic Plan will be updated twice yearly, with one review scheduled prior to the Kearsarge Regional School Board goal setting retreat in June. Specific objectives marked with asterisks (**) are added based on Board discussions at the June retreat.

Definition and Glossary

Vision - Describes what the district aspires to achieve.

Mission - Defines the District; who we are and what we do.

Strategic Plan - Defines the specific steps and actions the district will take to achieve its stated goals and objectives.

Goals - Identify the mid to long-term outcomes the district will take to meet the mission and vision.

Rationale - The reasons and justifications for each goal.

Objectives - Specify the annual steps the district will take to reach the goals.

To view the previous updates, [please use this link](#).

Portrait of a Kearsarge Learner

The Strategic Planning Committee has identified the need to develop a Kearsarge Portrait of a Learner to align the goals and objectives of the Strategic Plan with the attainment of the District's Vision and Mission. It is the intention of the Strategic Planning Committee to engage with members of the school community to develop this portrait.

Goals, Rationale, and Objectives

KRSD is emerging from more than two years of a pandemic which dramatically affected the structure and nature of how our schools operate. The objectives of the KRSD Strategic Plan will place a renewed focus on all areas of learning, including academic and social emotional learning curriculum, as well as school culture and community engagement leading to the attainment of the District's Vision and Mission. Entries in *blue* below record progress made in accomplishing goals and objectives for the year as of February 2023.

Goal 1: *KRSD will deliver an engaging, rigorous, and aligned continuum of learning for all students, pre-K through high school-plus, to achieve college and career readiness upon the completion of their educational program.*

Rationale: Curriculum, Instruction, and Assessment are the very core of why we exist as a school. Through collaborative work as professionals, KRSD will develop a model of education that emphasizes deep learning, not only academic knowledge but also skills and dispositions. These include transferable learning skills such as problem solving and effective reasoning that enable all people to perform effectively in different settings and apply knowledge and skills to different tasks. A focused attention to the elements noted above ensures students of the KRSD are provided pathways to high quality, personalized learning experiences tied to the District's mission and vision.

2022-2023 Objectives:

- Complete documentation of Stage 1 (competencies, learning targets, performance scales, course descriptions, essential questions, knowledge, and skills) for competency-based education (CBE) curriculum articulation and standards alignment:
 - CBE curriculum in all content areas and courses,
 - P-12 Comprehensive School Counseling CBE curriculum (**),

- See below, as well as progress on Goal 4
- Provide a publicly accessible record of Stage 1 CBE curriculum,
- Provide professional development to support faculty in the completion of Stage 1 of the CBE curriculum.
- KRHS - Progressing in the development of Learning Targets and Performance Scales which will be complete by the end of the 22-23 school year.
- KRMS - Most areas of Stage 1 complete with a few subjects revising previous work.
- Elementary - Most areas of Stage 1 complete with a few subjects revising previous work.
- Publicly accessible links to Atlas Rubicon available here: (<https://kearsarge-public.rubiconatlas.org/home>)
- Information Communication Technologies (ICT) - Stage I for ICT has been developed for K-12, including Competencies, Learning Targets, and Performance Scales.
- March 31st and May 18th Professional Development days dedicated to Stage 1 and Stage 2 CBE work
- Develop Stage 2 (assessment and reporting of student learning) of the CBE curriculum:
 - Provide professional development and appropriate resources to prepare faculty for the development and implementation of Stage 2 of the CBE curriculum.
 - Leadership Book Study ("*Grading for Equity*"); "*Portrait of a Learner*" workshop with Carolyn Eastman; CBE assessment workshop with Brian Stack of NHLI.
 - Trained teachers in Quality Performance Assessment Model as a tool for guiding local design of common assessments and utilizing validation protocols
 - Book Read completed and discussed in Leadership Team
 - Portrait of a Learner completed in draft form; two NHLI workshops with POL team in attendance identified essential attributes.
 - School Board presentation on status of POL on April 20, 2023.
- Design a consistent, effective, and sustainable District-wide system to identify and address learning needs of every student including:
 - A P-12 "Response to Intervention" (RtI) process to identify academic and behavioral needs of struggling students.
 - A P-12 "Multi-Tiered System of Student Supports" (MTSS) to address more broadly identified ("multi-tiered") student needs,
 - A P-12 system of progress monitoring (analyze data, determine and implement interventions, measure and report progress).

- Across the District, efforts to refine a Multi-Tiered System of Student Supports (MTSS) continue, and specifically tie to CBE and Universal Design for Learning (UDL).
- Continuing to identify and solidify consistent research-based interventions in literacy, numeracy, writing, and social emotional skills.
- Studying the use of SECA (Social and Emotional Competency Assessment) and DESSA (Devereux Student Strengths Assessment) SEL tools in Branching Minds to provide screening on SEL (Social-emotional Learning) interventions for students.
- Develop and refine technology resources to support student learning
 - Continued planning with regional schools to utilize and implement shared hybrid classes (one live / one remote with support)
 - VLACS and Imagine Learning option not feasible for supporting hybrid learning model.
- District Curriculum Council, along with District Technology Committee and RTI Committee, are developing a resource vetting process to support selection of teaching and learning tools that will inform stage 3 curriculum articulation efforts.
 - Ongoing review and exploration of existing IT policies and continue to update as necessary (IT Committee and Policy Committee) for consideration by the School Board (this has been approved by the school board).
- Review and refine the District aligned Kearsarge Graduation Competencies
 - District has developed a steering committee to study the process for creating a *Portrait of a Learner* to inform competencies and effective reporting systems.
 - Progress: see above.
- Study implications of a change in school day start times for each level and determine if the district should move to modify its school schedules (**):
 - Impact of instructional day by the challenges of transporting students to and from school
 - Impact on instructional day of the requirements of athletic programs
 - Impact of instructional day on before and after school care options
 - Considerations of the instructional day relative to the State of NH laws and guidelines.
 - A study committee formed at mid-year to consider the feasibility of:
 - Separating HS/MS students from ES students on bus routes
 - Aligning start times at the four elementary schools
 - Starting elementary schools earlier and the middle and high schools later (swapping start times).

Goal 2: *To recruit, develop, and retain staff members who are student-centered, experts in their field, committed to the Vision and Mission of the District, and demonstrate a high degree of professionalism.*

Rationale: Passionate, committed and highly skilled educators are the point of contact between students and learning. Personnel represent a substantial portion of the overall budget and are our greatest investment. Recruiting candidates who support the mission and vision of the district, supporting the continued professional development of contracted personnel, and providing clear expectations and feedback for all district employees will positively impact student achievement and overall student experience in KRSD schools.

2022-2023 Objectives:

- Develop practices to create and support effective supervision and evaluation:
 - Explore and identify educator competencies,
 - Explore and identify methods of assessing and reporting educator competencies,
 - Explore and identify the professional development resources necessary to support the attainment of educator competencies.
 - *The Professional Growth Committee (the newly combined Professional Development committee and Supervision and Evaluation committee) began development of the KRSD Portrait of an Educator. Committee has identified key aspects of the portrait, and is refining the language for the competency development process for educators.*
 - *Update on the progress of this work provide to the School Board on May 18th*
- Develop practices to create and support professional development programs aligned to educator competencies and identified needs, with special attention to mentoring of new staff and support for SBLP (site-based learning plans) leading to certification for new hires. *(See above)*
 - *Ongoing dialogue with NHED on exploring existing and alternative paths towards certification for employees hired in critical shortage and hard to fill district positions. This includes options for local critical shortage determination, supporting career changers, and short-term employment authorization.*
 - *New Special Education Administrator certification pathway initiated through collaboration with NHED, NHASEA, and KSC.*
- Review current short-term recruitment and long-term retention strategies employed by the district and identify at least three innovative approaches of recruitment and retention.

- PEAK agreement approved by voters includes PD funding to incentivize up to four paraeducators who may complete a teacher certification program with district support.
- Completed advance July 1, 2023 scheduled COLA rate adjustments for custodians, technology, and grounds staff to February 2023 to support staff retention.
- Continued advocacy for federal initiatives to encourage and support potential career changers to seek teaching certifications with the help of financial incentives
- Hosted KRHS Job Fair including *Careers in Education* to highlight potential and inform students about various associated career paths
- Attended Plymouth State University Job Fair to recruit potential candidates for educational job opportunities in KRSD
- Develop a “Portrait of Tomorrow’s Educator” as part of the district’s career exploration instruction to promote education as a viable and attractive career path:
 - Incorporate positive aspects of professional educators including service to community, economic viability, and honorable employment path.
 - See above
- Partner with community members, businesses, and institutions to improve the infrastructure that helps support educator recruitment and retention.
 - KRHS - Partner with Colby Sawyer College to bring in interns, student teachers
 - Students in Extended Learning Opportunities shadowing and volunteering in classrooms at the elementary level
 - ELO Healthcare collaboration with NLH to support LNA certification course at KRHS, both financially and instructionally.
 - KRSD employing and utilizing KRSD graduates for various roles in the schools, providing training and real-world experience to support the next steps on their career paths
 - See above regarding job fairs
- Review effective practices for criminal background checking for staff and/or district volunteers and make recommendations to the School Board,
 - A change in current practices would require additional staff and financial resources to implement recommendations
 - NHED is now conducting the initial fingerprint and background checks for newly licensed educators
 - Hosted regional training in KPDC for Superintendents and designees by NHED and NH State Police on how to read / understand Criminal Background Check results.

- Provide targeted professional development activities for educational staff to meet the needs of the District
 - PD activities that support the continued development and implementation of a Competency Based Education, Universal Design for Learning, and Quality Performance Assessment models has been prioritized
 - KRSD 504 Case Managers received professional development in current best practices of developing and implementing 504 plans
 - KRSD IEP Case Managers and new administrators received Local Education Administrator training to support and manage IEP Special Education meetings
 - Required all KRSD coaches, extra curricular sponsors, and substitutes to complete mandatory trainings on Safe Schools
- Investigate systems to measure school culture and climate issues as they relate to staffing, recruitment, and retention
 - Reviewing professional development in staff meetings around personal mental health and well-being
 - Reviewing professional development to target classroom management/behaviors that are seemingly outcomes from pandemic learning
 - School Leadership Survey developed to provide an opportunity for staff feedback on individual school leadership
- Successfully complete negotiation of the PEAK successor agreement.
 - Completed and ratified a new 3-year agreement with PEAK. Contract was approved as a warrant article by the votes in March 2023.

Goal 3: *The KRSD will involve families, businesses, and community organizations to increase student engagement and personalized learning opportunities.*

Rationale: Increasing communication and partnerships with the greater Kearsarge community provides opportunities for students to engage in authentic learning outside of the classroom. A community that is more involved and aware of the workings of schools is more supportive. Higher levels of student engagement lead to higher levels of student achievement.

2022-2023 Objectives:

- Recalibrate the use of Extended Learning Opportunities (ELO's) within the district's schools in light of advances in competency and project based learning
 - Graduated a group of ELO students with LNA certification after program completion in cooperation with community health partner organization.
 - Increased the number of ELO offerings both for group as well as individual courses of study. Presentation to School Board on 1/5/2023.

- Responded to increased number of ELO requests by adding an additional coordinator position to support those opportunities for the 2023-24 school year.
- Utilize district/school communications to gain public and business support for the STEAM wing renovation and expansion at KRHS resulting in approval of the bond warrant article in the March 2023 school budget vote
 - As part of the budget development process for FY24, the decision was made to postpone the KRHS Renovation and STEAM Project by one year.
 - The plan is to focus on a thorough information campaign (cost data, building tours, community support) in preparation for a warrant article in March 2024
 - Highlight capital needs for renovation of facility systems in addition to STEAM instructional opportunities and building safety components.
- Adopt a District-wide approach of defining, developing, and implementing strategies to improve school culture and climate resulting in positive student outcomes.(**)
 - KRSD is working on the Portrait of a Learner to describe the whole child/student with the goal that a well-rounded student who receives opportunities of high interest will successfully contribute to a positive school climate
- Develop a targeted communication strategy and plan to effectively communicate the district's mission and vision, promote the efforts of the district's schools with regard to competency education, highlight the philosophy and document successes of the athletic department, and create support for facilities improvements,
 - Portrait of a KRSD Learner being developed to describe specific attributes of a KRSD learner which will be shared and communicated with the Kearsarge community to highlight and promote KRSD students
 - Athletic Department Mission and Vision being developed to align athletic programming with the Vision, Mission, and overall philosophy of the District
 - Ongoing efforts to update and keep current all information provided on district website and social media outlets
- Create and refine relationships with community resources to effectively meet the needs of its students through cooperative efforts
 - Planning of regional Trade Fair in collaboration with Warner business owner and several local high schools to promote career opportunities in the trades.
 - Ongoing contacts with congressional offices (Kuster, Shaheen, Hassan) to identify potential funding sources for educational projects above and beyond local budget allocations.
- Increase outreach to families to identify and enroll families in the Free and Reduced Lunch program to increase Title I eligibility.
 - Outreach to families to encourage and make available applications for the Free and Reduced Lunch programs throughout the school year

- NHED update of existing process now allow Free and Reduced enrollments on a rolling basis which may result in greater access to Title I funding
- Updating school and District websites with a radio button with a direct link to online F&R applications

Goal 4: *The KRSD will create and maintain high quality learning environments.*

Rationale: A high quality learning environment is physically and emotionally safe and welcoming. Beyond the facilities and technology needs, the learning environment encompasses the culture and climate conditions essential to safeguard effective learning experiences. The district will actively pursue opportunities that focus on environmental and economic sustainability utilizing local, regional, state, and federal sources of support.

2022-2023 Objectives:

- Utilize climate survey data to continue and extend effort to improve school improvement
 - Increase collaboration with and participation of local law enforcement in the schools to build positive relationships with students and staff
 - KRHS student adopted Student Governance Constitution with a presentation to the School Board on May 4, 2023
 - KRMS exploring partnering with the Anti Defamation League to implement programs to address school culture and climate concerns relating to racism, tolerance, and diversity
- Successfully administer the Youth Risk Behavior Surveys at KRHS and KRMS, engage with school and community stakeholders to analyze the results, and develop prevention and intervention activities based on specific findings
 - KRMS - Grant Funded “Getting to Y” program formed a student group which was trained along with KRMS school counselors to interpret the Youth Risk Behavior Survey data (2022) and propose actions to improve specific areas of the school climate and culture
 - “Getting to Y” Community forum hosted at KRMS on May 4, 2023
- KRHS and KRMS will develop effective models of advisory and student government
 - KRHS - Refining and implementing Advisory curriculum and activities based on identified themes across the school

- KRHS - revised and updated a new election procedure for the student representatives to the school board to align KRHS traditions with the new NH State Law on student representation to school boards
- KRHS and KRMS - Student Council members and interested student leaders are developing a student government model that will include a student constitution/bill of rights
- KRMS - Continues refinement of the Basegroup (Advisory) program, expanding on Caring School Communities with additional resources
- School Counselors developing and identifying a K-12 counseling curriculum
- A group of teachers and service providers are developing an SEL curriculum
- An incentive team is working to more effectively utilize Branching Minds as a tool for data collection of interventions and to more effectively communicate student needs and interventions for transitions (5-6 and 8-9)
- In collaboration with the District Communications committee, the District will develop a Mission and Vision for Kearsarge interscholastic athletics
 - See above
- Plan, implement, and assess the effectiveness of coaching clinics for each sports season
 - KRSD has hosted three training sessions (Fall, Winter, and Spring) to train coaches in the implementation of the KRHS Emergency Action Plan for Sports Related Injuries
 - Began process of developing the Portrait of an Athlete and the KRSD Athletics Mission and Vision
 - Emergency Response Plans developed for KRHS and KRMS in alignment with trainings
- Define The Mission, Scope And Impact Of The District Wellness Committee
 - Completed Wellness Policy revisions, approved by the School Board, to determine areas of need to be compliant with Federal regulations
- Create and implement emergency operations plans in partnership with local and state emergency response services
 - KRHS reviewed and revised site evacuation plans in collaboration with the KRSD Safety Committee and Sutton Police Department
 - Safety Committee has scheduled bi-monthly meetings with local police departments to review needs and potential improvement in safety procedures
 - Regular participation of local police force in scheduled and random lockdown drills
- Update the District facilities planning through FY 2026 to include:
 - KRSD Capital Improvement Plan
 - Revised CIP to extend to 2026 with major details for each school by year

- Work on design, RFP, and financing of renovation components of STEAM proposals, e.g. HVAC and boiler replacement at KRHS, that required immediate attention
 - Completed planning and contracts and broke ground for new KRPS - Bradford building and program to start in September 2023
 - Installation of KRPS-Bradford facilities in progress with expected completion by July, 2023
 - Completed comprehensive review of district facilities, HVAC systems, and controls as to age, functionality, efficiency, and replacement needs conducted by facilities department and Siemens Corp.
 - Review of District-wide facility needs initiated by Facilities Committee to increase the scope of need to include the proposed STEAM wing renovations
- Vehicle and equipment maintenance and replacement schedule
 - Replacement of mowers and utility vehicles included in FY 24 budget
- Sustainability Planning
 - Review District facilities and programs from a perspective of sustainability, environmental impact, and responsible use of resources
 - Investigate the feasibility of renewable energy solutions such as solar and wind
 - Explore and devise a plan to reduce the district's carbon footprint
- Assess and identify safety and security improvements ([see report on objectives above](#))
- Update and evaluate District technology planning needs including:
 - Identify and implement technology resources which support quality learning environments in the District ([See above Goal 1](#))
 - Review and make recommendations for potential updates to the Responsible Use Policy ([See above Goal 1](#))
 - Assess the effectiveness of technology use to enhance learning ([See above Goal 1](#))
 - Identify and address additional cyber safety measures to address the increased needs around data security, ransom attack vulnerability, and privacy
 - Continue to work with MS-ISAC and cybersecurity authorities to keep up-to-date on known vulnerabilities.
 - Working with local and State resources for cybersecurity readiness
 - Disabled all network jacks that are not in use to mitigate an unauthorized device being plugged into our network and gaining access.

- Monitoring our firewall to find and block traffic from known malicious addresses.
- Maintain server patching schedule
- Working on a training schedule for all District employees around email safety and cybersecurity threats that exist.

Goal 5: *KRSD will be an institution dedicated to educational innovation.*

Rationale: Preparing students to meet the challenges of a dynamic world requires educators to consistently find and employ innovative solutions.

2022-2023 Objectives:

- Develop the Portrait of a Kearsarge Graduate,
 - KRSD is developing a Portrait of a KRSD Learner to describe specific attributes of a KRSD learner (see above Goal 2)
- Develop Portrait of a Kearsarge Educator to guide, inform, and focus the work of the Professional Growth Committee, (See above Goal 2)
- Drawing from the lessons of the pandemic, explore models of inter-district collaboration for secondary course offerings and sharing of human resources to address the challenges of the current economic and labor climate, (See above Goal 1)
- Target effective strategies to influence the legislative process at the State and Federal levels in order to support equity, quality, and fiscal stability in public education
 - Testified at State Board of Education on proposed changes to Ed. 506 (Administrative / BA licenses / Special Education Credentialing)
 - Participated in the Ed. 306 feedback groups
 - Hosted a state-wide listening session on Ed. 306 proposed changes to provide community feedback to lawmakers
- Engage in strategic planning for sustainability and energy independence
 - KRHS Sustainability Club has advocated for clean water and sustainable parking lot management to keep the brook near our parking lot clean for the future
 - KRHS Sustainability Club has advocated for and worked on the possibility of a small community garden structure at the high school
 - Decarbonization Committee has met to review opportunities for integrating energy conservation and alternative energy generation into future building projects and existing facilities. This includes potential utilization of federal grants and power purchase agreements.

- Siemens has presented available resources to achieve efficient sustainability solutions in the district. Further details will be reviewed in upcoming Decarbonization meetings