

**Kearsarge Regional School District
Strategic Plan Update
February 3, 2022**



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.

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](#).

Goals, Rationale, and Objectives

Emerging from a global pandemic that significantly disrupted the education system locally and in the entire State of New Hampshire, the Kearsarge Regional School District will continue to focus on safety, equity, quality, and flexibility while implementing the Reopening Plan 2.0 in the 2021-2022 school year. We will stay vigilant to the ongoing health concerns resulting from COVID-19, and we will be ready to provide a productive and safe learning environment for all. Goals for 2021-22 will be carried over from the previous year. Objectives are modified based on past years' progress and emerging priorities. Identified objectives (**) were added after discussions at the June 2021 School Board Retreat.

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. Six specific areas of focus have been identified as a means to refine and improve the KRSD educational program: Reflection, Curriculum, Instruction, Assessment, Transitions, and Professional Culture.

2021-2022 Objectives:

- Complete curriculum articulation and standards alignment in the areas of literacy, numeracy, and science,
 - Identified the four stages of curriculum design across the district:
 - Stage 1 - Desired Results (students “know and do”)
 - Stage 2 - Assessment Evidence (measure student learning)
 - Stage 3 - Learning Plan (pathways and common resources)
 - Stage 4 - Review / Transfer Learning (maintain and sustain curriculum)
 - Continued work of collaborative teams to develop curriculum and units of study including entering into Atlas Rubicon
 - Ensuring that public access to the curriculum will be compliant with recent changes to New Hampshire State Law
- Implement and refine competency-based education district-wide (P-21),
 - Elementary Schools are in the process of completing Stage 1 (by summer of 2022) of the curriculum design. Stage 2 will be aligning assessments to competencies

- Middle School has the majority of subjects completed for Stage 1 and is in the process of developing Stage 2
- High School is in refinement and review of Stage 1 as well as begun work on Stage 2 with a review of assessment and reporting out on assessment
- Collaboration on the vertical alignment of Competency-Based Education, Stage 1, and Stage 2. Ongoing collaboration in the development of a system of reporting on student learning
- Implement a “Response to Intervention” (RtI) process to identify student needs utilizing a “Multi-Tiered System of Student Supports” (MTSS) to address them,
 - Elementary Schools - continue to assess and implement research-based interventions and resources, in order to develop instruction for individual student needs
 - In alignment with the Elementary schools, the Middle School has implemented Aimsweb Plus, replacing the Star Assessment, as an assessment to identify student needs in math and reading
 - High School is restructuring Basecamp resources to support students who are emotionally challenged and at-risk for high frequency of challenging behaviors.
 - High School implemented the 8/9 PSAT in addition to the 10/11 PSAT to identify learning patterns among cohorts and curriculum gaps
- Provide specialized instruction beyond the MTSS process to meet the needs of identified learners,
 - High School has implemented the Screening, Brief Intervention and Referral to Treatment (SBIRT) survey to identify students with high risk levels for use of alcohol and drugs. Additionally, the use of the Youth Risk Behavior Survey informs proactive SEL curriculum continues to be used
 - KRMS is in the process of developing targeted, research-based interventions to address identified individual student needs (MTSS) through a school-wide intervention period
 - KRMS is coordinating with the State to administer the middle school Youth Risk Behavior Survey in the spring of 2022
 - Creating equitable access to learning for all students by identifying research-based interventions and applying them consistently across the District
- Support and promote innovative practices to meet the goals of the district,
 - High School teachers are continuing to explore and create novel course offerings of cross-discipline, competency-based, and project-based learning opportunities
- Confirm in the 22-23 budget the addition of a part-time HS/MS Curriculum Director to lead and support district-wide consistency in the areas of curriculum, instruction, and assessment,

- The position has enabled district educators to accelerate professional development in the area of competency based teaching through summer curriculum camps and ongoing PD offerings during the school year
- The position is affirmed in the budget proposal and funded in equal parts through federal and district sources
- The position supports vertical collaboration across Curriculum Assessment Leaders (CAL)
- Confirm in the 22-23 budget the addition of a part-time Assistant Principal at New London Elementary School,
 - The position is affirmed in the budget proposal and funded in equal parts through federal and district sources
- Develop, implement, and refine the instructional model to include options for synchronous at-school and at-home remote learning,
 - KRSD has provided options for students to access their learning remotely under specific circumstances
 - Learning from the 2020-2021 school year, KRSD has refined the use of remote learning on Blizzard Bag days
 - KRSD has developed systems, based on the experiences of the prior two years, to successfully adapt to changes resulting from the pandemic if needed
 - Utilizing remote learning opportunities to allow enhanced student opportunities through Extended Learning Opportunities (ELOs) that further partnerships with local and distant businesses, professionals, etc.
 - KRSD has contracted with certified teachers to act as remote tutors for students excluded from in-person learning due to COVID circumstances
- **Identify, distribute, and implement technology to support the remote learning model,**
 - **Implemented a 1:1 device model providing every student with equitable access to technology**
 - **Ongoing use of Google Classroom to facilitate student participation in the event they are excluded from school.**
- Provide professional development opportunities to support the remote learning model,
 - Technology Integrator provides professional development and individual support to promote specific and useful tools to support remote, in-person learning, unit development, and assessment
 - Ongoing professional development to support teachers in choosing appropriate technology tools to provide for increased equity, learner engagement, and flexibility in in-person and remote learning environments

- Provided support and time for teachers to prepare for a successful transition between in-persona and remote learning environments if required
- Establish a KRSD graduation competency task force to develop District aligned Kearsarge Graduation Competencies including;
 - An implementation plan,
 - An articulated curriculum (competencies, learning targets, performance scales, assessments),
 - Integration into all areas of curriculum
 - A system of assessment including projects at key milestones and portfolio, and
 - Systems of support and remediation.(**)
- Develop a P-12 counseling curriculum (**)
- Identified a Curriculum Assessment Leader (CAL) to oversee 6-12 vertical alignment through a joint department
 - Ongoing development of competencies aligned to American School Counselors Association in addition to Collaborative for Academic, Social, and Emotional Learning (CASEL)
- 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 (**)
- Conducted initial meeting to identify relevant issues, potential challenges, and feasible solutions for the district

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.

2021-2022 Objectives:

- Successfully have negotiated and accepted by voters in the district a successor agreement to the KREA Collective Bargaining Agreement,

- After successful negotiations, the Collective Bargaining Agreement was ratified by the Kearsarge Regional Education Association (KREA) and approved by the Kearsarge School Board. Voter approval is pending
- Develop practices to create and support effective supervision and evaluation, with particular focus on the use of outside evaluators for teachers and a review of evaluative strategies for support staff and other groups,
 - Completed District SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis review of Supervision and Evaluation related teacher and administration feedback.
 - The Supervision and Evaluation committee currently preparing recommendations for District consideration to consider. Recommendations will focus on themes of Trust, Voice, Growth, Accountability, and Measurable Student Impact.
 - The Supervision and Evaluation committee is currently exploring opportunities to revise current Danielson Standards using teacher / administration developed “best” professional practice competencies.
 - The Supervision and Evaluation committee creating and identifying crossover pathways to Professional Development Committee and Curriculum Council to integrate and align efforts.
- Develop practices to create and support professional development programs, with special attention to mentoring of new staff and support for SBLP (site-based learning plans leading to certification) for new hires,
 - Clearly identified the process, responsibilities, and supervision for teachers covered by Site-Based Learning Plans
 - Work with local colleges and universities to develop hiring pipeline for graduates of teacher education programs
 - Provided 6 hours of training for staff on Divisive Content, Code of Ethics, and Educator Misconduct.
 - Provided 6 hours of Safety Training for all faculty and staff
- Submit to the NHDOE a new five-year Professional Development Master Plan for Kearsarge, and have it approved by the department,
 - A draft of the 2022-2027 Professional Development Master Plan has been developed and is currently under review by the Professional Development Committee.
- Develop a practice of occupational health consultation for the Human Resource Department in collaboration with NLH/DHMC,
 - The District has contracted with New London Hospital to provide Occupational Health support to KRSD employees

- Develop a plan for updating the criminal background check for staff and/or district volunteers,
 - Presented possible options to enhance background check frequency to the School Board for consideration
 - Expanded efficiency and capacity of SAU to conduct criminal background checks by training and utilizing Assistant Superintendent in processing report returns.
- Utilize available data to determine and address school-based culture and climate issues as they relate to goal #2 (staff),
 - High School has implemented a Kearsarge Principal's Advisory Council (K-PAC) for monthly meetings of students and staff with the Principal to have open dialogue on concerns, ideas, and collaborative work.
 - High School identified SEL / Wellness supports through a building based goal, as well as a committee, that works on creating opportunities for staff SEL experiences. One faculty meeting a month has dedicated time for staff SEL opportunities.
- Strategically add additional staff and implement strategies for COVID learning loss mitigation under ESSER II and ESSER III funding.
 - Recruited and hired an additional second grade teacher for KRES-NL to address learning needs.
 - Added an additional reading specialist to KRES-NL to focus on supporting literacy curriculum and learning targets
 - Expanded drama position from 0.6FTE to full time at KRHS to support additional arts education.
 - Hired two licensed teachers to serve as online COVID Tutors to support students required to remain in quarantine / isolation and mitigate potential learning loss.

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.

2021-2022 Objectives:

- The District will recalibrate the use of Extended Learning Opportunities (ELO's) within the district's schools in light of advances in competency and project based learning,
 - In process of rehiring an ELO coordinator for the 2022-2023 school year.
Currently, the KRHS school counselors are addressing ELO requests.
- 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 2022 school budget vote,
 - Conducted over 20 information sessions about the STEAM wing proposal to various groups in the seven Kearsarge communities.
 - Devise a comprehensive STEAM wing advertising and information strategy with the social media consultant and the Board Communication Committee to reach out to district voters (press releases, video clips, Facebook posts, distribution of brochures, YCN tapings, etc).
 - Contact area businesses to become sponsors and potential financial partners for the STEAM wing renovation.
 - Restructure district website to facilitate easy access to information about STEAM project
- Adopt a District-wide approach of defining, developing, and implementing strategies to improve school culture and climate resulting in positive student outcomes.(**)
 - KRHS - Continuing mentorship of student leadership through school board student liaisons, Student Council, National Honor Society, S.W.O.C.O, and Kearsarge Principal's Advisory Council.
 - KRHS - students, under teacher leadership, are working on creating a viable Advisory Program.
 - KRMS and KRHS - Revised Code of Conduct for both buildings to promote a positive school culture through common positive learning expectations, 6-12 alignment, and to comply with changes in legislation
 - KRMS - Continue to implement SEL through an advisory program and the introduction of a flex period to allow students time within the school day to begin homework, make up assignments, receive extra help, and remediate assessments
 - SCES - Continuation of the Better Weather Crew's work on improving school culture and climate
- The District will 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, and create support for facilities improvements,

- Increase the use of District social media accounts to disseminate relevant information to the larger community (school news and events, transition planning, social media safety, vaccination clinics)
- See above relative to STEAM Wing Renovation
- Increase community partnership presentation
- The District will create and refine relationships with community resources to effectively meet the needs of its students through cooperative efforts,
 - Increased communication, collaboration, and education from administration and school nurses
 - Proactive and transparent communication between schools and families regarding COVID-19 guidance
 - Continued support and relationships between school nurses and NH DHHS school officials to support vaccination and testing efforts
- The District will continue to provide and expand opportunities for parent voice and input based on data from climate surveys.
 - Regular Parent Partnership meetings and school board updates of their work.
 - Initiatives to obtain new memberships with the group
- Increase outreach to families to identify and enroll families in the Free and Reduced Lunch program to increase Title I eligibility.
 - With current funding of school breakfast and lunch from the federal government, these efforts are on hold

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.

2021-2022 Objectives:

- Utilize climate survey data to engage in school improvement.
 - See above in Goal 3
 - Continued work with Social Emotional Learning (SEL) Curriculum, Caring School Communities, and engaging in activities such as Student of the Week, Cross aged buddies, student leadership roles, and Cougar News

- District approval for incentive team grant designed to support staff effectively addressing social-emotional wellness and trauma informed teaching practices
- Implemented collaborative and fun homeroom activities to engage students across grade levels with staff
- Implement and revise, as appropriate, the [KRSD Capital Improvement Plan](#) (CIP),
 - Reviewed the current Capital Improvement Plan to determine efficacy of meeting proactive planning needs.
 - Developing recommendations for updated strategies relating to CIP for presentation to the Facilities Committee.
 - Developing Site Managers Training manual for Custodians, which will include instructional videos.
 - Implemented a student helper program to assist custodians with new cleaning protocols. The program offers High School aged students the opportunity to earn money for themselves and develop a sense of school pride and respect.
 - RFP for Simonds 2nd floor fire escape and escape windows.
 - Successfully completed the triannual Homeland Security review of our school emergency operations plan and safety protocols.
 - Successful completion of DOE facility accreditation inspections at Bradford and New London.
- Identify and implement technology resources which support quality learning environments in the District,
 - Student chromebook replacement moved to a 4 year cycle. Students in grades 1, 5, and 9 will receive new chromebooks.
 - Hired a half-time technician to address the increased demands of supporting digital devices for students and staff.
 - Elementary and middle school students using project-based learning implementing mathematics to code robots.
 - Digital environments which allow students to go deeper into learning content of social students (ex. Minecraft).
 - Coordinated with elementary administrators to equitably access and distribute digital technologies to enhance learning (ex. Seesaw, Razkids, etc.)
 - Continue to adhere to HB1612 Student Data Privacy laws around software utilization.
 - Request for Proposal developed and sent out for replacement of the amplification system and the Elementary Schools
- Identify and address additional safety measures to address the increased needs around data security, ransom attack vulnerability, and privacy.

- Migrated servers to a hosted solution so they are no longer on our network which reduces the risk of sensitive data being obtained.
- Securing wireless networks in each school to prevent unauthorized access.
- Replaced aging networking equipment to ensure latest security features.
- Implemented a hosted disaster recovery solution through our internet service provider.
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- Implementation of the 2021-2022 Reopening Plan 2.0 through the Critical Decision Unit (CDU) using guidance and recommendations of NHDHHS and/or CDC.
 - Weekly (26) meetings of the CDU (20 professionals) to collaboratively implement the Reopening Plan 2.0 and respond to near constant changes in state and federal guidance
 - School nurses respond to immediate needs of symptomatic students with parent contact, school contact tracing, and rapid testing of students if appropriate, and supporting mitigation strategies
 - Attending weekly and monthly statewide virtual information meetings offered by NH Department of Education, DHHS, HSEM, and county resources.
 - Regular communication with families, the community, District, and students regarding the current state of COVID 19 in the schools

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.

2021-2022 Objectives:

- Implement and support innovative use of technology to support flexible option to support the learning process for all students
 - Utilize digital and virtual technology to increase family and community access to events such as public meetings, concerts, parent-teacher conferences/meetings and sports
 - Utilizing digital and virtual technology to allow greater student participation in clubs and activities
 - Creating greater efficiencies through the use of digital and virtual technologies to conduct District-wide meetings, increasing participation and reducing time lost to travel

- Expanding opportunities for student voice in all district schools transforming areas of concern from the C&C surveys from “red” to “green”
 - Further developed the Kearsarge Principal’s Advisory Council to include partnership with staff.
 - Developing a Student Government structure with a “Constitution.”
- Create structures and systems which support and respond to innovations in education and the career marketplace.
 - See proposed STEAM Wing Renovations
- Identify and establish innovative opportunities to improve human resource support for District staff.
 - Exploring policy for staff wellness in connection with Human Resources Committee and current Wellness Committee
 - Planned for a pilot yoga session for all staff at Bradford, cancelled due to lack of instructor availability
- Find effective ways to influence the legislative process at the State and federal levels in order to support equity, quality, and fiscal stability in public education.
 - Advocacy on behalf of the District against HB 607 expansion of Educational Savings Accounts (vouchers) which would have increased access to the program and shifted the cost to the District
 - Communicated updated professional practices and expectations as a result of HB 2 (Divisive Content) legislation
 - Participation by District administrators in state and national associations to represent the school district and school board interests.