

**Kearsarge Regional School District
Strategic Plan Goals and Objectives
2022-23**



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.

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 (**),
 - 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.

- 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.
- 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 student needs
 - A P-12 “Multi-Tiered System of Student Supports” (MTSS) to address identified student needs,
 - A P-12 system of progress monitoring (analyze data, determine and implement interventions, measure and report progress).
- Develop and refine technology resources to support the needs of remote learning
- Review and refine the District aligned Kearsarge Graduation Competencies
- 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.

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.
- 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.
- 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.
- 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.
- Partner with community members, businesses, and institutions to improve the infrastructure to support educator recruitment and retention.
- Review effective practices for criminal background checking for staff and/or district volunteers and make recommendations to the School Board,
- Provide targeted professional development activities for educational staff to meet the needs of the District
- Investigate systems to measure school culture and climate issues as they relate to staffing, recruitment, and retention,
- Successfully complete negotiation of the PEAK successor agreement.

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,
- 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,

- Adopt a District-wide approach of defining, developing, and implementing strategies to improve school culture and climate resulting in positive student outcomes.(**)
- 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,
- Create and refine relationships with community resources to effectively meet the needs of its students through cooperative efforts,
- Increase outreach to families to identify and enroll families in the Free and Reduced Lunch program to increase Title I eligibility.

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
- 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
- KRHS and KRMS will develop effective models of advisory and student government
- In collaboration with the District Communications committee, the District will develop a Mission and Vision for Kearsarge interscholastic athletics
- Plan, implement, and assess the effectiveness of coaching clinics for each sports season
- Define the mission, scope and impact of the District Wellness Committee
- Create and implement emergency operations plans in partnership with local and state emergency response services
- Update the District facilities planning through FY 2026 to include:
 - [KRSD Capital Improvement Plan](#)

- Vehicle and equipment maintenance and replacement schedule
- Capital Improvement Plan (CIP)
- 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
- Update and evaluate District technology planning needs including:
 - Identify and implement technology resources which support quality learning environments in the District
 - Review and make recommendations for potential updates to the Responsible Use Policy
 - Assess the effectiveness of technology use to enhance learning
 - Identify and address additional cyber safety measures to address the increased needs around data security, ransom attack vulnerability, and privacy

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,
- Develop Portrait of a Kearsarge Educator to guide, inform, and focus the work of the Professional Growth Committee,
- 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,
- 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,
- Engage in strategic planning for sustainability and energy independence