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MISSION

The Mission of the Sanborn Regional School District is to educate all students who attend the Sanborn Regional School District.

VISION

The Sanborn Regional School District serves students in grades K-12 as a New Hampshire Public School District. It is our desire that all students in the school district develop a passion for learning, become self-directed literate individuals, develop a willingness to continuously improve themselves, become informed decision makers and problem solvers, become lifelong learners, prepare themselves for the global world that they will live in, and become community participants who understand and participate in our democratic tradition and values.
STRATEGIC TARGETS

Targets define what an organization wants to accomplish. They answer the question “Where does the organization want to focus its energies, resources, and time?”

Each target is defined by objectives that indicate the critical areas to be addressed over the life of the plan.

**STRATEGIC TARGET 1: PROVIDE A COMPREHENSIVE EDUCATION THAT SUPPORTS DEEP LEARNING AND SOCIAL-EMOTIONAL GROWTH**

<table>
<thead>
<tr>
<th>Objective</th>
<th>Description</th>
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<tbody>
<tr>
<td>A</td>
<td>Establish and ensure a guaranteed, viable curriculum that is aligned both horizontally and vertically to strengthen college/career pathways for all students</td>
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<tr>
<td>B</td>
<td>Improve learning outcomes for all students in Literacy</td>
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<tr>
<td>C</td>
<td>Improve learning outcomes for all students in Math</td>
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<tr>
<td>D</td>
<td>Establish and implement a PK-12 aligned Fine and Performing Arts and co-curricular program.</td>
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<tr>
<td>E</td>
<td>Improve learner’s ability to manage emotions and achieve goals</td>
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<tr>
<td>F</td>
<td>Implement Work Study Practices across the district</td>
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**STRATEGIC TARGET 2: BUILD A DEDICATED WORKFORCE BY RECRUITING, DEVELOPING AND RETAINING EFFECTIVE PROFESSIONALS**

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<th>Objective</th>
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<tr>
<td>A</td>
<td>Improve and maintain competitive compensation and benefits (CBAs)</td>
</tr>
<tr>
<td>B</td>
<td>Strengthen the teacher induction and mentoring program and align instructional coaching leadership</td>
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<tr>
<td>C</td>
<td>Continue to foster the collaborative culture focused on professional learning &amp; teacher leadership</td>
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<tr>
<td>D</td>
<td>Improve the employee retention rate of qualified personnel</td>
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**STRATEGIC TARGET 3: PROVIDE AND MAINTAIN THE APPROPRIATE INFRASTRUCTURE FOR CURRENT AND FUTURE DISTRICT NEEDS.**

<table>
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<tr>
<th>Objective</th>
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<tbody>
<tr>
<td>A</td>
<td>Increase operational efficiency of buildings and infrastructure</td>
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<tr>
<td>B</td>
<td>Support Next Generation Learning with forward thinking improvements</td>
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**STRATEGIC TARGET 4: FOSTER POSITIVE RELATIONSHIPS, COMMUNITY PARTNERSHIPS, AND COLLABORATION AMONG ALL STAKEHOLDERS**

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<thead>
<tr>
<th>Objective</th>
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<tbody>
<tr>
<td>A</td>
<td>Expand family involvement and engagement</td>
</tr>
<tr>
<td>B</td>
<td>Increase/improve internal and external communication (inform and promote)</td>
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<tr>
<td>C</td>
<td>Bolster community partnerships, K-12</td>
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**STRATEGIC TARGET 5: PROVIDE A SAFE AND STRUCTURED LEARNING AND WORK ENVIRONMENT**

<table>
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<tr>
<th>Objective</th>
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<tbody>
<tr>
<td>A</td>
<td>Strengthen the safe learning and work environment</td>
</tr>
<tr>
<td>B</td>
<td>Effectively utilizing personnel and resources across the district</td>
</tr>
<tr>
<td>C</td>
<td>Improving transportation opportunities/infrastructure</td>
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STUDENT ACHIEVEMENT

Objective A: Establish and ensure a guaranteed, viable curriculum that is aligned both horizontally and vertically to strengthen college/career pathways for all students

Measures
- Calibration against 5-year Curriculum Review Cycle
- Develop curriculum units in UBD format that are aligned to competencies & performance indicators for all content areas
- Conduct Annual Summer Summits as curriculum development & training sessions

Activities
a) Incorporate reading and writing strategies in all content areas
b) Provide teachers with time for facilitative lesson planning and time to examine and analyze student work
c) Implement cohesive, system-wide RTI process
d) Conduct administrator walkthroughs & calibration to ensure that the standard alignment and depth of the standard is being taught
e) Embed critical thinking and problem solving in learning opportunities for all students

Objective B: Improve learning outcomes for all students in Literacy

Measures
- Teacher, benchmark and state assessments show similar growth patterns yearly
- SRSD students achieve state average on annual state assessments
- Increase students making learning gains as measured by state and local assessments by 1% annually
- 100% of the Marshall Supervision and Evaluation Plan is implemented

Activities
a) Implement steps to ensure content area literacy instruction across core subject areas
b) Develop common assessments and assessment maps to collect evidence
c) Build a solid foundation for learning by focusing on the early learning needs of all students
d) Provide professional development in instructional methods and data analysis for all educators
e) Provide continuous professional development for all administrators in order to increase their knowledge of instructional expectations
Objective C: Improve learning outcomes for all students in Math

**Measures**
- Teacher, benchmark and state assessments show similar growth patterns yearly
- SRSD students achieve state average on state assessments
- Increase students making learning gains as measured by state and local assessments by 1% annually
- Increase number of students taking higher level math courses at the middle and secondary levels
- 100% of the Marshall Supervision and Evaluation Plan is implemented

**Activities**
- Develop common assessments and assessment maps to collect evidence
- Provide professional development in instructional methods and data analysis for all educators
- Increase enrollment in grades 6 and 7 advanced math to better prepare students for Algebra I
- Increase the number of students taking Algebra I courses at the middle school level
- Explore implementation of Data & Statistics course at the high school
- Provide continuous professional development for all administrators in order to increase their knowledge of instructional expectations

Objective D: Establish and implement a PK-12 aligned Fine and Performing Arts and co-curricular program

**Measures**
- No less than 25% of students engaged in fine and performing arts
- Increase participation in fine and performing arts by 2% annually
- No less than 25% of students engaged in co-curricular activities per season
- Increase activities on the annual district arts calendar.

**Activities**
- Charge the teachers of these content areas to outline an outreach and exposure process
- Increase community outreach and student participatory opportunities across the district schools and community
- Conduct surveys and conversations with families to elicit input and opinions
- Determine what the programs need in order to increase participation
- Adopt/alter a master schedule that allows for participation
- Determine a stable source of funding
**STUDENT ACHIEVEMENT**

**Objective E:** Improve learner’s ability to manage emotions and achieve goals

**Measures**
- RTI Behavioral Plan is being followed with associated percentages (80% T1, 15% T2, 5% T3)
- Systems of Care grant program implementation
- Reduce the number of ISS, OSS, or time out of classroom
- Address the concerning behaviors reported on the YRBS survey results

**Activities**
- Provide teachers with professional development on student emotion regulation, relationship building, and goal setting (i.e. Responsive Classroom, Ross Greene’s work, and Choose Love) and implement the processes with fidelity
- Include goal-setting & reflection as a component of student/teacher conferences
- Explicitly teach self-awareness skills in all content areas to help students to analyze their own strengths and areas of improvement as well as how their behavior influences their relationships with others

**Objective F:** Implement Work Study Practices across the district

**Measures**
- Use Work Study Practices (WSPs), K-12, in online report cards and Student Led Conferences with families
- Incorporate student goal setting of WSPs each marking period to promote metacognition
- Report on WSPs as process evidence in grading system, report cards and at student-led conferences

**Activities**
- Continue and expand the WSP committee K-12
- Review WSP language based on the Sanborn Portrait of a Graduate
- Develop and implement revised WSP rubrics K-12
- Integrate career and college readiness experiences (WSPs) at SRHS through the advisory program
Objective A: Improve and maintain competitive compensation and benefits (CBAs)

**Measures**
- Publicize comparative data on compensation yearly
- Publicize comparative data on benefits yearly
- Reduce the number of staff who leave the district annually

**Activities**
- a) Research surrounding districts
- b) Explore options in CBAs
- c) Examine the recognition clause and unit members included in each CBA

Objective B: Strengthen the teacher induction and mentoring program and align instructional coaching

**Measures**
- Establish and use a mentor/mentee survey for judging the effectiveness of yearly programming.
- Increase number of trained mentors in the district
- Reduce the number of mentees yearly
- Reduce the number of mentees per mentor
- Reduce the number of staff who leave the district annually

**Activities**
- a) Review and conduct critical assessment of current mentoring program
- a) Examine different pre-employment training designs
- b) Recruit instructional coaches aligned to instructional goals
- c) Explore relationships with colleges which offer teaching certifications for partnerships
**Objective C:** Continue to foster the collaborative culture focused on professional learning & teacher leadership

**Measures**
- Increase the number and alignment of professional development priorities to teacher evaluation data
- Reduce the number of interruptions of PLC meetings
- Increase vertical grade and content area meetings across the district
- Reduce the number of staff who leave the district annually

**Activities**
- a) Ensure opportunities for leadership and decision-making at all levels of the system
- b) Provide meaningful professional development opportunities and programs
- c) Design staff working environments, embedded in the PLC model, to reduce stress and increase focus
- d) Celebrate achievements and accomplishments, of all sizes, at all levels

**Objective D:** Improve the employee retention rate of qualified personnel

**Measures**
- Reduce the number of staff who leave the district annually
- Increase the number of candidates applying for positions
- Reduce the number of vacancies that remain active as of September 5 annually

**Activities**
- a) Conduct employee engagement surveys
- b) Conduct surveys regarding the satisfaction with the hiring process
- c) Review number of applicants by position type to determine areas that need to be targeted
- d) Analyze the number of days to fill positions to identify critical shortage areas
- e) Analyze use of substitute and long-term substitute data to determine if there are patterns and to identify critical shortage areas
- f) Review data collected from exit interviews to identify areas in need of improvement
- g) Evaluate policies and procedures to identify potential barriers for attracting and retaining employees
- h) Develop and implement an employee engagement plan to help increase employee retention
**FACILITY OPERATIONS**

**Objective A: Increase operational efficiency of buildings and infrastructure**

**Measures**
- Ongoing re-evaluation of current district and building spaces that can be refreshed to provide additional instructional opportunities.
- Update capital improvement plan that includes identification of concerns and recommendations to protect the structural integrity of district facilities.

**Activities**
- a) Continue to strive for development of facilities that maintain relevance, opportunities and forward-thinking improvements.

**Objective B: Support Next Generation Learning with forward thinking improvements**

**Measures**
- Developing facilities and practices that are ready for next-generation learning that will engage students and enhance teaching and learning through the use of technology-rich environments.
- Continue the ongoing upgrades of technology infrastructure at school buildings throughout the district to ensure that students and staff have smooth and easy access to instructional tools and materials.

**Activities**
- a) Maintain a 1-1 or less than 1-1 device ratio for student learning
- b) Annual updates of DPA for software used in the district
- c) Regularly audit software used to determine efficiencies and replace outdated applications

The SRSD Capital Improvement Plan includes details for this section.
COMMUNITY ENGAGEMENT

Objective A: Expand family involvement and engagement

Measures
- Increase the number of volunteers in the schools
- Annual student-led conferences in all buildings
- Increase parent participation
- Increase advertisement of celebration of learning events (exhibitions, fairs, concerts, performances, etc.) to the larger community
- Increase pride in the community for the schools

Activities
  a) Promote the use of student led conferences at all schools K-12
  b) Celebrations of learning (school and larger community)
  c) Provide parent/community volunteer opportunities

Objective B: Increase and improve internal and external communication

Measures
- Implement a text-messaging option for families for notifications and other communications
- Expand the content of the school district’s YouTube channel and use by stakeholders
- Improve and maintain consistency of family communications between schools (i.e. weekly CC on Sunday at 6pm)

Activities
  a) Explore the use of text messaging to families
  b) Increase the use of video messages on school platforms
  c) Regularly update information on the school and district websites
  d) Streamline communications through family preference

Objective C: Bolster community partnerships, K-12

Measures
- Increase the number of businesses that host ELO students
- Increase the number of businesses that partner with the district (donations, volunteering)
- Conduct yearly surveys of students on the correlation between the ELOs and real-world experience/application
- Increase the number of opportunities for businesses to visit the district and interact with students and staff

Activities
  a) Expand Extended Learning Opportunities in classrooms and in the community
  b) Expand upon the community based and school to school enrichment programs K-12 (i.e. artist/author in residence, key club, student council)
  c) Develop Resources/Referral lists for local providers
  d) Broaden the understanding of the mutually-beneficial relationships
  e) Celebrate community partnerships
**SAFETY & STRUCTURE**

**Objective A:** Strengthen the safe learning and work environment

**Measures**
- Annually certify as an ALICE organization
- Maintain 100% staff participation in required trainings
- Decrease the number of incidents/accidents annually by 1%
- Quarterly Joint Loss Management Committee meetings
- Quarterly Superintendent’s Safety Task Force Meetings
- Annual update of EOPs at each school

**Activities**
- Create& host regular meetings of Joint Loss Management Committee
- Continue district wide ALICE training and certification
- Continue to certify staff in CPR and First Aid
- Regular meetings of Superintendent’s Safety Task Force

**Objective B:** Efficiently and effectively utilizing personnel and resources across the district.

**Measures**
- Provide opportunities for all students to participate in non-core content classes/courses
- Increase the number of students using the athletic fields
- Annually update staffing plan.

**Activities**
- Equitably and responsibly allocate resources of time, space and scheduling to enhance programming and best instructional practices and meet the needs of all learners
- Explore innovative uses of interns and school/business partnerships

**Objective C:** Improve & streamline transportation opportunities

**Measures**
- Expand the types of transportation available for small group needs
- Purchase or lease vehicles to improve infrastructure options
- Review and revise District policies related to transportation

**Activities**
- Analyze transportation opportunities available in the area
- Review current use and needs
- Develop and implement a transportation plan incorporating findings with needs