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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

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

- Objective A** Adopt and implement a rigorous curriculum, K-12, with clearly defined expectations of what students will know and be able to do for each grade level and/or course annually.
- Objective B** Improve learning outcomes for all students in Literacy.
- Objective C** Improve learning outcomes for all students in Math.
- Objective D** Establish and implement a K-12 aligned Fine and Performing Arts and co-curricular program.
- Objective E** Implement the Portrait of a Graduate by instructing and assessing the habits and work study practices necessary at each grade level.

STRATEGIC TARGET 2: BUILD A DEDICATED WORKFORCE BY RECRUITING, DEVELOPING AND RETAINING EFFECTIVE PROFESSIONALS

- Objective A** Improve the employee retention rate of qualified personnel.
- Objective B** Strengthen the teacher induction and mentoring program and align instructional coaching.
- Objective C** Continue to foster the collaborative culture focused on professional learning & teacher leadership.

STRATEGIC TARGET 3: PROVIDE AND MAINTAIN THE APPROPRIATE INFRASTRUCTURE FOR CURRENT AND FUTURE DISTRICT NEEDS

- Objective A** Increase operational efficiency of buildings and infrastructure.
- Objective B** Support regular technology upgrades and explore innovative solutions.

STRATEGIC TARGET 4: FOSTER POSITIVE RELATIONSHIPS, COMMUNITY PARTNERSHIPS, AND COLLABORATION AMONG ALL STAKEHOLDERS

- Objective A** Expand family involvement and engagement.
- Objective B** Improve internal communication and public relations with the community.
- Objective C** Bolster community partnerships, K-12.

STRATEGIC TARGET 5: PROVIDE A SAFE AND STRUCTURED LEARNING AND WORK ENVIRONMENT

- Objective A** Strengthen the safe learning and work environment.
- Objective B** Efficiently & effectively utilize personnel and resources across the district.
- Objective C** Improve & streamline transportation.

HOW THIS DOCUMENT IS ORGANIZED

This document includes three different components: Strategic Targets, Objectives, and Tasks & Milestones.

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?”

Objectives

Objectives indicate the critical areas to be addressed over the life of the plan. Each objective is broken down and includes a Strategy, Implementation Evidence, and Accountability.

- ◆ The Strategy explains what will be done to reach the objective.
- ◆ The Implementation Evidence gives the work or proof that the strategy is being implemented.
- ◆ Accountability lists the positions responsible for carrying out the strategies.

Tasks & Milestones

The Tasks & Milestones sheets specifically outline the multiple steps that will be executed to carry out the objective. As the tasks, and their steps, are completed, the milestones chart will be filled out by those accountable for the objective.

These are active links to working documents that will last through the life of the plan and will be regularly updated as the tasks are completed.

STRATEGIC TARGET 1

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

Objective A: Adopt and implement a rigorous curriculum, K-12, with clearly defined expectations of what students will know and be able to do for each grade level and/or course annually.

Strategy What we will do to REACH this objective	Implementation Evidence How we will know it's happening	Accountability Who is involved with the objective
Follow the established 5-year Curriculum Review Cycle	<ul style="list-style-type: none"> • Annual analysis of student achievement data • Review/report of current resources & programming • Selection process for new materials 	<ul style="list-style-type: none"> • Director of Teaching & Learning • Director of Academic Intervention, Assessment & Accountability • Building Administrators
Develop curriculum units in Understanding by Design (UBD) format	<ul style="list-style-type: none"> • Completed units of instruction for all content areas aligned to grade-level competencies & performance indicators • Annual Summer Summits for training & revisions • Development of curriculum maps for all subjects 	<ul style="list-style-type: none"> • Director of Teaching & Learning • Director of Academic Intervention, Assessment & Accountability • Building Administrators • Teachers
Implement cohesive system-wide intervention process	<ul style="list-style-type: none"> • District Intervention Plan • Interventionists at each level 	<ul style="list-style-type: none"> • Director of Academic Intervention, Assessment & Accountability • Director of Special Education • Building Administrators

Tasks & Milestones: [Strategic Target 1 – Objective A](#)

Objective B: Improve learning outcomes for all students in Literacy

Strategy What we will do to REACH this objective	Implementation Evidence How we will know it's happening	Accountability Who is involved with the objective
Incorporate reading and writing strategies in all content areas	<ul style="list-style-type: none"> • Professional development for all teachers in reading/writing instructional strategies • Professional development for all teachers in data analysis 	<ul style="list-style-type: none"> • Superintendent • Director of Teaching & Learning • Director of Academic Intervention, Assessment & Accountability • Director of Special Education • Building Administrators • Teachers
Set District & Building Goals around Literacy	<ul style="list-style-type: none"> • District Goals • Building Goals 	<ul style="list-style-type: none"> • Superintendent • Director of Teaching & Learning • Director of Academic Intervention, Assessment & Accountability • Director of Special Education • Building Administrators
Conduct regular administrator walkthroughs to collect data and evidence of learning	<ul style="list-style-type: none"> • Walkthrough spreadsheet • Data reports to school board 	<ul style="list-style-type: none"> • Superintendent • Director of Teaching & Learning • Director of Academic Intervention, Assessment & Accountability • Director of Special Education • Building Administrators

Tasks & Milestones: [Strategic Target 1 – Objective B](#)

Objective C: Improve learning outcomes for all students in Math

Strategy What we will do to REACH this objective	Implementation Evidence How we will know it's happening	Accountability Who is involved with the objective
Implement math programs with integrity	<ul style="list-style-type: none"> • Professional development for math teachers related to math program materials • Professional development for all teachers in data analysis 	<ul style="list-style-type: none"> • Superintendent • Director of Teaching & Learning • Director of Academic Intervention, Assessment & Accountability • Director of Special Education • Math Coordinator • Building Administrators
Set District & Building Goals around Math Annually	<ul style="list-style-type: none"> • District Goals • Building Goals 	<ul style="list-style-type: none"> • Superintendent • Director of Teaching & Learning • Director of Academic Intervention, Assessment & Accountability • Director of Special Education • Math Coordinator • Building Administrators
Conduct regular administrator walkthroughs to collect data and evidence of learning & integrity of program	<ul style="list-style-type: none"> • Walkthrough spreadsheet • Data reports to school board 	<ul style="list-style-type: none"> • Superintendent • Director of Teaching & Learning • Director of Academic Intervention, Assessment & Accountability • Director of Special Education • Math Coordinator • Building Administrators

Tasks & Milestones: [Strategic Target 1 – Objective C](#)

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

Strategy What we will do to REACH this objective	Implementation Evidence How we will know it's happening	Accountability Who is involved with the objective
Gather input and opinions to determine what programs need to be offered to increase participation	<ul style="list-style-type: none"> • Surveys of families • Surveys of students 6-12 	<ul style="list-style-type: none"> • Superintendent • School Board members • Building administrators • Music Department • Fine Arts Department
Increase opportunities for students to see and participate in exposure activities	<ul style="list-style-type: none"> • Artist in Residence • Visits from outside organizations with productions • Field trips to see productions of theater and musical groups 	<ul style="list-style-type: none"> • Superintendent • School Board members • Building administrators • Teachers
Create and adopt schedules that encourage student participation	<ul style="list-style-type: none"> • Master schedule • Co-curricular activity schedule • Summer enrichment schedule 	<ul style="list-style-type: none"> • Building administrators • Music Department • Fine Arts Department

Tasks & Milestones: [Strategic Target 1 – Objective D](#)

Objective E: Implement the Portrait of the Graduate by instructing and assessing the habits and work study practices necessary at each grade level.

Strategy What we will do to REACH this objective	Implementation Evidence How we will know it's happening	Accountability Who is involved with the objective
Continue and expand the Work Study Practice Committee K-12	<ul style="list-style-type: none"> • Committee meetings • Minutes 	<ul style="list-style-type: none"> • Director of Teaching & Learning • Director of Academic Intervention, Assessment & Accountability • Director of Special Education • Building administrators • Teachers
Develop and implement the Work Study Practice Learning Progressions K-12	<ul style="list-style-type: none"> • Learning progressions • Professional development sessions 	<ul style="list-style-type: none"> • Director of Teaching & Learning • Director of Academic Intervention, Assessment & Accountability • Director of Special Education • Building administrators • Teachers
Incorporate student goal setting of work study practices to promote metacognition	<ul style="list-style-type: none"> • PLC discussions of student progress • Spreadsheets of work study practice goals • Reflection conferences between student & teacher during Morning Meeting, Advisory, FLT 	<ul style="list-style-type: none"> • Building administrators • Teachers

Tasks & Milestones: [Strategic Target 1 – Objective E](#)

STRATEGIC TARGET 2

STRATEGIC TARGET 2: BUILD A DEDICATED WORKFORCE BY RECRUITING, DEVELOPING AND RETAINING EFFECTIVE PROFESSIONALS

Objective A: Improve the employee retention rate of qualified personnel.

Strategy What we will do to REACH this objective	Implementation Evidence How we will know it's happening	Accountability Who is involved with the objective
Develop and implement an employee engagement plan to help increase employee retention	<ul style="list-style-type: none"> • Employee engagement surveys • Engagement plan • Data analysis of areas of critical need (certified as well as non-certified staff) 	<ul style="list-style-type: none"> • Director of Human Resources • Personnel subcommittee
Review data collected from exit interviews to identify areas in need of improvement	<ul style="list-style-type: none"> • Exit interviews • Report of trends of exit interviews to Personnel subcommittee 	<ul style="list-style-type: none"> • Director of Human Resources • Personnel subcommittee
Partner with New England colleges and hold in-person or virtual job fairs	<ul style="list-style-type: none"> • Job Fairs • Networking meetings • College students as substitutes and student teachers 	<ul style="list-style-type: none"> • Director of Human Resources • Personnel subcommittee
Use social media and online job search engines to post all available positions	<ul style="list-style-type: none"> • Social Media announcements • Memberships/accounts with job search engines 	<ul style="list-style-type: none"> • Director of Human Resources • Business administrator • Superintendent

Tasks & Milestones: [Strategic Target 2 – Objective A](#)

Objective B: Strengthen the teacher induction and mentoring program and align instructional coaching/specialized training.

Strategy What we will do to REACH this objective	Implementation Evidence How we will know it's happening	Accountability Who is involved with the objective
Review and conduct critical assessment of current mentoring program	<ul style="list-style-type: none"> • Program review 	<ul style="list-style-type: none"> • Director of Teaching & Learning • Director of Academic Intervention, Assessment & Accountability • Mentor Coordinators
Examine different pre-employment training programs to select one for SRSD	<ul style="list-style-type: none"> • Review of programs • Analysis report of options • Enactment of selected program 	<ul style="list-style-type: none"> • Director of Teaching & Learning • Director of Academic Intervention, Assessment & Accountability • Mentor Coordinators
Train staff as instructional coaches and trainers to match district goals	<ul style="list-style-type: none"> • Identification of interested staff for train-the-trainer and instructional coach opportunities • Instructional coach training • Specialized area training 	<ul style="list-style-type: none"> • Building administrators • Director of Human Resources • Director of Teaching & Learning • Director of Academic Intervention, Assessment & Accountability • Director of Special Education • Director of School Counseling

Tasks & Milestones: [Strategic Target 2 – Objective B](#)

Objective C: Continue to foster the collaborative culture focused on professional learning & teacher leadership

Strategy What we will do to REACH this objective	Implementation Evidence How we will know it's happening	Accountability Who is involved with the objective
Increase vertical grade and content area meetings across the district	<ul style="list-style-type: none"> Vertical content meeting dates & minutes 	<ul style="list-style-type: none"> Director of Teaching & Learning Director of Academic Intervention, Assessment & Accountability Director of Special Education Building administrators
Provide meaningful professional development opportunities and programs	<ul style="list-style-type: none"> District Professional Development Plan Teacher professional development pre and post surveys Professional Development Committee meeting minutes 	<ul style="list-style-type: none"> Superintendent Director of Teaching & Learning Director of Academic Intervention, Assessment & Accountability Director of Special Education Building administrators Professional Development Committee Members SRSD School Board
Ensure that the structure and function of a PLC is being followed across the district	<ul style="list-style-type: none"> PLC meeting minutes District & Building goals Professional development on PLC structure and function 	<ul style="list-style-type: none"> Superintendent Director of Teaching & Learning Director of Academic Intervention, Assessment & Accountability Director of Special Education Building administrators Team leaders
Cultivate teacher leaders and encourage collaborative discussions at all levels	<ul style="list-style-type: none"> Building Team Leader Meetings Professional development for team leaders PLC meetings 	<ul style="list-style-type: none"> Superintendent Director of Teaching & Learning Director of Academic Intervention, Assessment & Accountability Director of Special Education Building administrators

Tasks & Milestones: [Strategic Target 2 – Objective C](#)

STRATEGIC TARGET 3

STRATEGIC TARGET 3: PROVIDE AND MAINTAIN THE APPROPRIATE INFRASTRUCTURE FOR CURRENT AND FUTURE DISTRICT NEEDS

Objective A: Increase operational efficiency of buildings and infrastructure.

Strategy	Implementation Evidence	Accountability
What we will do to REACH this objective	How we will know it's happening	Who is involved with the objective
Improve efficiency in lighting and heating systems	<ul style="list-style-type: none"> • Install LED lighting • Install heating controls • Comparison of energy usage 	<ul style="list-style-type: none"> • Business Administrator • Facilities & Grounds Manager
Ongoing reevaluation of current district and building spaces that can be refreshed to provide additional instructional opportunities	<ul style="list-style-type: none"> • Annual Report • Capital Improvement Plan 	<ul style="list-style-type: none"> • Superintendent • Business Administrator • Facilities & Grounds Manager
Identification of concerns and recommendations to protect the structural integrity of district facilities	<ul style="list-style-type: none"> • Annual Report • Capital Improvement Plan 	<ul style="list-style-type: none"> • Superintendent • Business Administrator • Facilities & Grounds Manager

Tasks & Milestones: [Strategic Target 3 – Objective A](#)

Objective B: Support regular technology upgrades and explore innovative solutions

Strategy What we will do to REACH this objective	Implementation Evidence How we will know it's happening	Accountability Who is involved with the objective
Match user-end technology to current curricular needs	<ul style="list-style-type: none"> • Aligned software with curriculum • Hardware renewal cycle 	<ul style="list-style-type: none"> • Director of Technology • Business Administrator
Align network needs with user-end technology	<ul style="list-style-type: none"> • Transition from in-house servers and storage to cloud-based solutions • IT equipment inventory changes • Upgraded wireless/Wi-Fi network capabilities 	<ul style="list-style-type: none"> • Director of Technology • Business Administrator

Tasks & Milestones: [Strategic Target 3 – Objective B](#)

STRATEGIC TARGET 4

STRATEGIC TARGET 4: FOSTER POSITIVE RELATIONSHIPS, COMMUNITY PARTNERSHIPS, AND COLLABORATION AMONG ALL STAKEHOLDERS

Objective A: Expand family involvement and engagement.

Strategy	Implementation Evidence	Accountability
What we will do to REACH this objective	How we will know it's happening	Who is involved with the objective
Provide training to parents on Student Information System & other software used by students & schools	<ul style="list-style-type: none"> • Training videos • Open House Demos 	<ul style="list-style-type: none"> • Building administrators • Teachers • Technology Department
Provide video demos/resources related to curriculum & content area programs for families to review at home with students	<ul style="list-style-type: none"> • Links to demo videos on school websites • Links of resources for families on school websites • Google Classroom links 	<ul style="list-style-type: none"> • Building administrators • Teachers
Combine performances and celebrations/exhibitions of learning with parent conference nights and open houses	<ul style="list-style-type: none"> • Schedules 	<ul style="list-style-type: none"> • Building administrators • Teachers • Parent/Teacher Organizations/Boosters

Tasks & Milestones: [Strategic Target 4 – Objective A](#)

Objective B: Improve internal communication and public relations with the community.

Strategy What we will do to REACH this objective	Implementation Evidence How we will know it's happening	Accountability Who is involved with the objective
Implement a text-messaging option for families/stakeholders for notifications	<ul style="list-style-type: none"> • Software solution chosen for multiple means of communication (phone, text, email) • Communication channels being used by buildings 	<ul style="list-style-type: none"> • Superintendent • Technology Department • Business Administrator • Building administrators
Regularly update information on website & cross-post to social media accounts	<ul style="list-style-type: none"> • Current information on district webpages • Current information on school webpages • Current information on School Board webpages • Calendars up-to-date • Align information on social media with website 	<ul style="list-style-type: none"> • Superintendent • Technology Department • Building administrators • SRSD School Board
Explore expansion of use of SRSD YouTube channel & videos by stakeholders	<ul style="list-style-type: none"> • Increased videos available on YouTube channel & SRSD website • Increased traffic statistics 	<ul style="list-style-type: none"> • Superintendent • Technology Department • Building administrators • SRSD School Board

Tasks & Milestones: [Strategic Target 4 – Objective B](#)

Objective C: Bolster community partnerships, K-12

Strategy What we will do to REACH this objective	Implementation Evidence How we will know it's happening	Accountability Who is involved with the objective
Expand Extended Learning Opportunities in classrooms and in the community	<ul style="list-style-type: none"> • List of businesses hosting ELO students • Contacts with professionals in the community • Surveys of students on correlation between ELOs and real-world application 	<ul style="list-style-type: none"> • Superintendent • Building administrators • ELO Coordinator • Teachers
Expand community-based and school-to-school enrichment programs	<ul style="list-style-type: none"> • Artist/Author in Residence programs • Outreach from student organizations to community organizations (senior center, etc.) • Guest readers • Career days 	<ul style="list-style-type: none"> • Superintendent • Building administrators • School Board members

Tasks & Milestones: Strategic Target 4 – Objective C

STRATEGIC TARGET 5

STRATEGIC TARGET 5: PROVIDE A SAFE AND STRUCTURED LEARNING AND WORK ENVIRONMENT

Objective A: Strengthen the safe learning and work environment.

Strategy	Implementation Evidence	Accountability
What we will do to REACH this objective	How we will know it's happening	Who is involved with the objective
Collaborate and calibrate with state, local and regional safety partners	<ul style="list-style-type: none"> Quarterly meetings of Superintendent's Safety Task Force Tabletop safety exercises Building Emergency Operation Plans 	<ul style="list-style-type: none"> Superintendent
Assess and update building security measures	<ul style="list-style-type: none"> Security equipment audit Tabletop safety exercises Building Emergency Operation Plans 	<ul style="list-style-type: none"> Superintendent Business Administrator Facilities & Grounds Manager
Ensure staff are trained in safety procedures, protocols and handling of student behavior as outlined in state law and district policy	<ul style="list-style-type: none"> ALICE training & organizational certification CPR/First Aid/Defibrillator training Bloodborne pathogen training Sexual harassment and Title IX training Cyber Security training Know and Tell training for child abuse Suicide Prevention training Anti-bullying training 	<ul style="list-style-type: none"> Superintendent Director of Teaching & Learning Director of Human Resources Director of Special Education Building administrators
Establish safety and health regulations for the protection of employees in the public sector	<ul style="list-style-type: none"> Joint Loss Management Committee meetings 	<ul style="list-style-type: none"> Director of Human Resources Business Administrator Superintendent
Provide students with safe and secure school environment	<ul style="list-style-type: none"> Anti-bullying training Morning Meeting, Advisory & FLT 	<ul style="list-style-type: none"> Superintendent Director of Special Education Building administrators Teachers

Tasks & Milestones: [Strategic Target 5 – Objective A](#)

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

Strategy What we will do to REACH this objective	Implementation Evidence How we will know it's happening	Accountability Who is involved with the objective
Utilize personnel in such a way as to provide opportunities for all students to participate in non-core content classes/courses and extracurricular activities	<ul style="list-style-type: none"> • School master schedules • Program of studies • Extracurricular activity offerings at each school 	<ul style="list-style-type: none"> • Superintendent • Building administrators • Athletic Director • Director of Special Education
Increase the use of athletic fields and performance space by professional staff for teaching and learning opportunities	<ul style="list-style-type: none"> • School master schedules • Program of studies 	<ul style="list-style-type: none"> • Superintendent • Building administrators • Athletic Director • Director of Special Education • Teachers
Assess and update the staffing needs at each building and adjust accordingly	<ul style="list-style-type: none"> • School master schedules • Program of studies • Extracurricular activity offerings at each school 	<ul style="list-style-type: none"> • Superintendent • Building administrators • Athletic Director • Director of Human Resources • Director of Teaching & Learning • Director of Academic Intervention, Assessment & Accountability • Director of Special Education

Tasks & Milestones: [Strategic Target 5 – Objective B](#)

Objective C: Improve & streamline transportation.

Strategy What we will do to REACH this objective	Implementation Evidence How we will know it's happening	Accountability Who is involved with the objective
Expand the types of transportation available for small group needs	<ul style="list-style-type: none"> • Analysis of transportation opportunities available in the area 	<ul style="list-style-type: none"> • Superintendent • Business Administrator • Director of Special Education • Athletic Director
Purchase or lease vehicles to improve transportation options	<ul style="list-style-type: none"> • Lease options • Contracts 	<ul style="list-style-type: none"> • Superintendent • Business Administrator • Director of Special Education • Athletic Director
Review and revise District policies related to transportation	<ul style="list-style-type: none"> • District Policies 	<ul style="list-style-type: none"> • Superintendent • SRSD School Board
Review current bus routes including number of students, stops, and time students spend on the bus	<ul style="list-style-type: none"> • Bus routes • Analysis of transportation 	<ul style="list-style-type: none"> • Superintendent • Business Administrator • Director of Special Education • Contracted Bus Provider

Tasks & Milestones: [Strategic Target 5 – Objective C](#)