

2013-14

Keene School District

Keene Administration



[2013 – 14 KEENE SCHOOL DISTRICT STRATEGIC PLAN] (ABRIDGED)

Contained on the following pages are the Vision, Core Values, Strengths, and Challenges of the Keene School District and how they informed the three Strategic Goals for the upcoming school year.

Background: Based on the combined reflection and efforts of SAU 29 Administration, Keene School Board Members, Keene Principals, and Keene Teachers during the 2012-13 school year, the focus of the Keene School District was refined with the detailed Strategic Plan that follows.

Vision:

The Keene School District will meet and sustain a high and measurable standard of achievement and personal development for all **students**.

Core Values:

Attainment - All of our collective efforts are based on the belief that **all our students** can learn and grow at high levels.

Responsibility – We are responsible to a dedicated community that supports the learning of **all our students**.

Collaboration – At all levels, the adults work together and communicate effectively for the betterment of **all our students**.

Strengths:

Keene **students** benefit from supportive parents and community members that strive to provide all students with a rich and comprehensive education. In addition, collaboration and teamwork among educators is growing throughout the district. Support and collaboration will move the district forward by enabling it to consistently provide a relevant, personalized, and student-centered education.

Challenges:

In order to establish and sustain a high standard for our Keene **students**, they need:

- Increased effectiveness of differentiated instruction in the classroom.
- Increased data informed decision making and responsiveness to student's needs that happen at the classroom, building, and district levels.
- Sound leadership and managerial practices that set up cohesive decision making and clear communication at the building and district level.
- Promote a culture that understands and values the importance of risk-taking, creativity, and innovation.
- A commitment by all members our educational community to adhere to the core values of the district and to promote their understanding to the greater community.

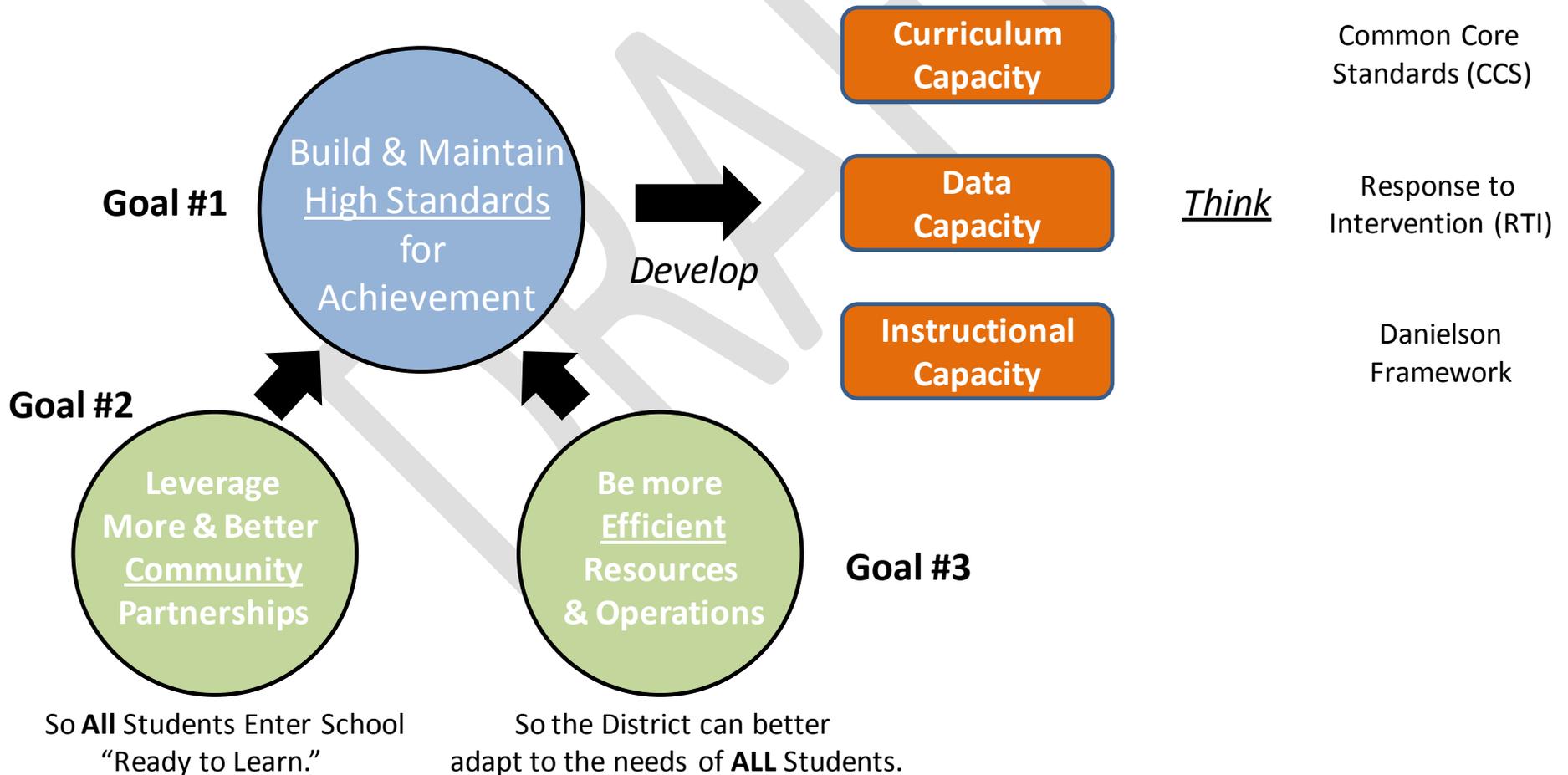


2013-14 Keene School District Strategic Plan

Overview

This plan maps out how we use our TIME & PEOPLE POWER in a *Coherent & Cohesive* manner to focus on our **STUDENTS** highest needs.

All our students need Keene School District to . . .





Keene School District 2013 – 14 Strategic Plan

Goal # 1: Establish and sustain high standards for student achievement for all Keene School District students.

Strategic Objective – Curriculum Capacity- Implement a well-established and understood Common Core State Standards aligned curriculum for all K to12 students throughout the 2013-14 school year. **(Specific, Measurable, Attainable, Relevant, Timely & Measures of Evaluation)**

What is Happening?	Why it is happening?	Outcomes by June of 2014	Connection to Professional Development
Observe: Consistent visits to classrooms throughout the year to better understand levels of implementing of CCSSS throughout the district.	We need to understand the alignment to CCSSS currently and plan to strengthen it through professional development.	The district, school, and classroom observations will inform the professional development plan during school year and for 2014-15.	SAU wide principal meetings will be time to adapt CCSSS PD during early release & workshop days.
Revise: ELA & Math teams revise their frameworks and provide further guidance on CCSSS integration in all other subjects.	Revisions to the K – 12 frameworks will better support alignment in the future.	ELA & Math Teams produce updated ELA & Math Frameworks for 2014-15 and an CCSSS Integration Framework for other subjects.	Feedback gathered at principal meetings, early release and workshop days to give guidance to revisions made by ELA & Math Teams.
Share: Successful and promising practices are shared digitally and made available to entire district for use in their own classroom.	Great ideas should be spread and adopted to help speed and strengthen CCSSS implementation.	Every teacher in the district completes at least one CCSSS aligned unit of study by June of 2014.	Faculty Meetings, Early Release, and Workshop Days provide time to create and collaborate on units of study.

Strategic Objective – Data Capacity- Establish coherent data protocols & inquiry cycles on the classroom, school, and district level to improve instruction and learning during 2013 -14 school year. **(Specific, Measurable, Attainable, Relevant, Timely & Measures of Evaluation)**

What is Happening?	Why it is happening?	Outcomes by June of 2014	Connection to Professional Development
Identify - All students are assessed to group them in Tier 1, 2, and 3 in ELA & Math. Interventions are determined for Tier 2 and 3. All data is compiled and shared.	We need to know the current capabilities of all our students and the plan to help support all students be successful.	Students are identified twice a year to monitor progress and inform work of teacher teams. Principals share results with Education Committee throughout the year.	Early Release, Workshop Days, and Faculty Meetings provide time to collaborate on data, complete work, and self-assess capacity to improve student learning with data.
Analyze & Adapt - Twice a year School Data teams share out effectiveness of interventions and plans to make them more effective for students.	We need to analyze the current effectiveness of interventions and figure out how to make them more effective.	All schools will share out their experiences with RTI twice this school year with a focus on how to improve practices with data.	Early Release, Workshop Days, and Faculty Meetings provide time to collaborate on data, complete work, and self-assess capacity to improve student learning with data.
Study – Gather data on current school practices in terms of supporting the social and emotional needs of their students.	We need to better understand how ready schools are to implement RTI for school culture.	SAU Data Team will provide framework to implement RTI for school culture based on current capacity. Schools will map their implementation for 2014-15.	SAU Data Team will convene throughout the year to construct framework to be implemented in 2014-15 professional development.



Strategic Objective – Instructional Capacity - Develop, pilot, then implement a model that measures the current capacity of teachers and instructional leaders during 2013 -14 school year. **(Specific, Measurable, Attainable, Relevant, Timely & Measures of Evaluation)**

What is Happening?	Why it is happening?	Outcomes by June of 2014	Connection to Professional Development
Initiate - Entry Level Teachers and their supervisors will participate in the Instructional Capacity pilot. Year 1 will take place from Sept. to Feb. Year 2 will take place from Mar. to June.	We need to build an evaluation system that builds the instructional capacity and supports entry level teachers.	Year 1 teachers will have completed condensed yet full evaluation cycle. Year 2 teachers will have started cycle and complete it during 2014-15.	Schools will use Faculty Meetings to support Year 1 and Year 2 teachers as they see fit. Mentoring Program will support Year 1 teachers in the process.
Revise - the experiences of entry level teachers and their supervisors will inform the revisions that need to be made for the 2014-15 school year and beyond.	The Instructional Capacity Committee needs to adapt the current plan as needed to better meet the needs of the teachers in future years.	The Instructional Capacity Committee will have updates to the Entry Level Instructional Capacity System for 2014 -15.	The Instructional Capacity Committee will meet throughout the year to incorporate revisions.
Create – The Instructional Capacity Committee will develop an evaluation system for the professional track teachers for 2014-15.	All teachers need an evaluation system that supports their needs by 2014-15.	The Instructional Capacity Committee will develop a system for professional track teachers.	May Early Release, Faculty Meetings, and June Workshop days will inform teachers of system for 2014-15.

Goal # 2: Develop Community Resources to ensure all Keene Students come to school “Ready to Learn.”

Strategic Objective – Partnerships - Survey the current community partnerships with Keene schools then plan to deepen and recruit more expertise & resources during the 2013-14 school year. **(Specific, Measurable, Attainable, Relevant, Timely & Measures of Evaluation)**

What is Happening?	Why it is happening?	Outcomes by June of 2014	Connection to Professional Development
Survey - Keene Administration will compile all current partnerships supporting students outside of school.	We need to better understand the supports our students currently have outside of school.	The breadth and depth of supports for our student will be catalogued and compared against what is available in the community.	Surveying the support will be a Keene Administration and Principal exercise during the year.
Convene & Plan – A February conference will be held to bring together all potential stakeholders to support Keene students outside of school. A multi-year plan will be developed based on strategic needs for the district.	We need to determine which partnerships are the most viable to help our students outside of school and pursue them in a strategic and timely manner.	A conference will be held in February 2014 to excite all potential partners with the district. From March to May the actual partnerships will be built into the Keene District’s multi-year strategic plan.	The conference and strategic plan are not part of the professional development plans of the district, but all stakeholders are welcome to join the process.

Goal # 3: Manage a responsible and efficient allocation of resources through the district's budgetary process.

Strategic Objective – Alignment – Establish a budget process for future years that ensures resources and operations are aligned to District's Strategic Plan during the 2013-14 school year. **(Specific, Measurable, Attainable, Relevant, Timely & Measures of Evaluation)**

What is Happening?	Why it is happening?	Outcomes by June of 2014	Connection to Professional Development
Study – Keene administration will convene a working group to update the policies, procedures, and timeline of the budget process.	We need to be sure that our budget process can handle the demographic & economic trends of the near and distant future.	The efficiency and ease of management of current practices in the budget process will be studied and rated for their effectiveness.	Studying the budget process the support will be an exercise accomplished by the Strategic Budget Working Group.
Propose & Adopt – the working group will develop policies, practices, and a timeline that align to their conclusions gained from studying the current budget process.	We need to act on the conclusions and recommendations made by the working group, if any.	Any potential changes and updates will be detailed by the working group by May of 2014, then shared over the summer with all involved in the budget process.	The working group will come up with their recommendations then work with all stakeholders to build support for any updates.
Align Technology – the working group will specifically outline practices that align the Strategic Plan to the district's technology plan, which clearly outlines schedules for purchasing and replacement.	We need to ensure the resources we use prepare our students to be active citizens in the 21 st century in respect to technology.	Policies are put in place to ensure the 2 to 5 year Strategic Plan captures the technology needs for that time frame and beyond.	The working group will work with all stakeholders to create those technology policies.

Details of Professional Development alignment to Strategic Plan 2013-14

