

Wilton-Lyndeborough Cooperative School District

Wilton-Lyndeborough Cooperative School District provides a safe and educational environment that promotes student exploration, critical thinking, and responsible citizenship.

—Our Schools will strive to accomplish the mission by committing to:

- **Encourage students to reach their potential and become responsible and productive citizens.**
- **Preparing, challenging and empowering our students to be life-long learners.**
- **Provide a safe and diverse learning environment.**

WLC School District 2016 – 17 Strategic Plan (EXAMPLE)

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

Strategic Objective – Curriculum Capacity- Implement a well-established and understood Common Core Standards aligned curriculum for all K to12 students throughout the 2016-17 school year. (Specific, Measurable, Attainable, Relevant, Timely & Measures of Evaluation)

Initiatives <i>Statements of strategies (Measurable Benchmarks)</i>	Methods of Measuring Achievement	Action Plans <i>Steps for implementation</i>	Timeline	Organizational Structure <i>Allocation of Responsibilities and Resources</i>	Performance Management <i>Documentation of Evidence of Impact & Plan for Communication</i>
<p>1) Establish Curriculum Standards Complete curricular competencies aligned with measures for assessing student proficiency</p> <p>Why Observations? In order to build classroom, school building, and district capacity around identifying competencies, aligned instruction and plan professional development to increase rigor and student engagement in learning</p>	<p>A) Principal group develops curricular competencies, data observation tool to capture building patterns and trends on curricular content.</p> <p>B) SAU Admin develop consistent data observation system to capture district trends</p>	<ol style="list-style-type: none"> SAU Admin establish planning session for receiving status report on district curriculum and alignment with core competencies Principals develop common data observation tool. Individual Principals develop their 2016 -17 observation calendar for their buildings. Superintendent and Principals meet to discuss and analyze data trends then adjust the Curriculum Standards implementation plan for 2016-17 as needed. (During district leadership team meetings) 	<p>Sept. to Nov. 2016</p> <p>Oct to Dec. 2016</p> <p>Sept. 2016</p> <p>(dates)</p>	<p>– Develop and share status report on Pre-K-12 curriculum standards. Organize and plan SAU wide principal meetings on curriculum standards</p> <p>Principals - Develop and finalize common data observation tool as a group. Develop 2016-17 observation calendar individually. Gather and share data with their teachers, each other, and Superintendent.</p> <p>Teachers – Use K to 12 ELA and Math Curriculum Frameworks to transition the curriculum in their individual classrooms.</p> <p><u>Resources:</u></p>	<ol style="list-style-type: none"> Supt. will have data from - visits for all schools Principals will have data on Competencies from their 2016-17 observations. Teachers will have principal reflection from observations and larger school data trends. Superintendent and Principals will share data trends and analyze patterns 5 times during 2016-17 to assess effectiveness of Curricular alignment <p>Communication – District and building specific observation calendars make all classroom visits transparent. Teachers, principals, and SAU admin need to share data trends openly with each other in order to work together and build Curricular capacity in a coherent and cohesive manner.</p>

WILTON-LYNDEBOROUGH COOPERATIVE SCHOOL DISTRICT

SCHOOL BOARD WORKSESSION JUNE 29, 2016

SUMMARY OF ACTION PLANNING

WORKING DOCUMENT

The following represents a working draft of the actions taken by the WLC School Board in regard to planning for the 2016-17 school year.

Mission Statement:

- ✓ Refinement of the following statement that represents the purpose and aspirations of the WLC School Board:

"The Wilton-Lyndeborough Cooperative School Board is dedicated to ensuring our students benefit from a personalized learning experience to meet their future educational and career ambitions"

Core Values:

- ✓ Refinements of the following statements are recorded in meeting minutes taken by Kristina
 - An educational environment that ensures a safe, supportive and successful opportunity for learning and personal development
 - A unified and cohesive school culture that is united in an articulate, inclusive, and high profile learning continuum Pre K-12
 - A personalized learning experience supported by current technology allowing expanded opportunities, innovated teaching and project based learning
 - A professional environment for teachers, specialists and administrators that supports high standards for achievement and encourage participation of students, parents and the community in the educational and extra-curricular programs within our schools.
 - A district-wide commitment to recognizing excellence in our educational settings and innovation in advancing the stature of our schools and school district

District Goals:

- ✓ Further refinements are recorded in meeting minutes
 - Goal I: To establish and sustain high quality educational programs and services through high standards for student learning and achievement
 - Objectives:
 - Consistent curriculum standards inclusive of—standards for proficiency, measures of proficiency, encouragement of innovation
 - Demonstration of instructional integrity and innovation—model teaching, integration of technology, thorough supervision & evaluation and recognition of excellence
 - Advancement of curricular offerings and opportunities—applications in web-based learning, STEAM, project-based learning, experiential education, the arts and project-based learning
 - Goal II: To foster a school climate and culture that is safe, clean, healthy and functional within an attractive learning environment
 - Established short and long-range priorities for facilities consistent with the Maintenance Manual and Master Plan
 - Develop the Crisis Management Plan with procedures for safety, security and emergency management---developed in conjunction with community agencies
 - Focused planning with families and community agencies to include; concerns with student attendance, participation in school programs and activities, promotion of parent and community involvement
 - Advancement of innovation in professional practice, to include; authentic learning communities, PBIS, school within school concept, web-based learning, opportunities in technology based applications, professional development
 - Goal III. To advance the efficiencies and effectiveness of the school district operations in support of educational programs and activities.
 - Fiscal accountability and efficiencies—refined budget development and management, collaboration with budget committee, development of plan for advancement of efficiencies in operations, staffing, collaboration with community agencies and citizens
 - Purposeful decision-making structure and guidelines through—school board development; planning and policy development; development of measures of accountability; engagement of community, students, parents in planning educational options and opportunities; creation of incentives for innovation and efficiencies in educational structures and operations
 - Advancement of Technology Plan to detail the ‘roll-out’ of the 3-year technology initiative
 - Establish priorities for advancing proficiency in technological applications in teaching and student learning, to include ‘chrome books,’ independent studies, web-based learning, project-based learning, etc.

Interests of School Board:

- ✓ The following reflects the interests of the School Board in addressing district issues that, although related to the goals, are of particular interest...
 - More definition of Committee Structure
 - Long-Range district calendar
 - Development of planning strategy with budget committee
 - Inviting public to meetings where topics of interest are discussed and input is solicited
 - Having an extended Board Work Session prior to opening of the school year to further refine and develop and plan for the promotion and engagement of stakeholders in the goal-setting process
 - Developing a *draft* Entry Plan for Bryan Lane
 - 3 month—visibility, involvement, introduction to schools, parents, community, Introductory letter to school community, building relationships, learning operations, knowledge of CBA's, leadership team development and consider SWOT Analysis
 - 6 month—refinement of goals, introduction to school year, initiation of budget development, development of Plan of Action for refined goals and objectives, process for planning PD/effectiveness of PD
 - 1 year—continue visibility, k-12 curriculum review, help school board foster positive relationships with Lyndeborough police department, prepare evaluation where school district is going through strategic plan

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Educational Design Group
June 30, 2016

Edits completed 7/12/16 K. Fowler

STRATEGIC PLAN GOALS AND OBJECTIVES

GOAL 1: ACADEMIC EXCELLENCE FOR ALL

Establish a challenging and comprehensive standards-based educational program with respect to curriculum and instruction that will enable our diverse student population to experience success and exceed expectations.

Objective 1.1:

Align K-12 curricular benchmarks to meet state standards by using curriculum mapping and articulation that will align all areas by the end of October 2012.

Strategies for 2011-2012:

1. Use accurate, timely data to monitor the curriculum mapping initiative and to ensure the “core” curriculum is adopted to align K-12 standards for all student learners.

Objective 1.2:

Create district-wide academic benchmarks to measures Adequate Improvement for all students at all grade levels.

Strategies for 2011-2012:

1. Establish academic benchmarks for all student learners in grades 1-11 that are based upon scientific research based assessments in the area of Language Arts, Math and Reading. The benchmarks will be monitored regularly throughout the school year and evaluate the student growth in May.

Objective 1.3:

Continue to use formal and informal assessment data to differentiate instruction throughout a student’s academic career.

Strategies for 2011-12:

1. Articulate and Review the use of formal and informal assessment to ensure differentiated instruction for all student learners.
2. Provide student learners Differentiated instruction which incorporates the use of Lexile scoring from NWEA (Measures of Academic Progress) testing in the Fall.
3. Plan and implement professional development opportunities to staff that will strengthen the use of differentiated instruction, ability to effectively use and analyze the data obtained from bi-annual testing from NWEA.

Objective 1.4:

Establish a culture of creativity and innovation in the curriculum and instructional to include 'virtual learning' opportunities and integrated studies through the Arts, trades, etc.

Strategies for 2011-2012:

1. Administration and staff will work collaboratively to establish culture of creativity and innovation in curriculum and instructional which will incorporate virtual learning experiences, extended learning opportunities, experiential learning and community involvement.

Objective 1.5:

Build upon the current professional development plan to ensure best instructional practices.

Strategies for 2011-2012:

1. The leadership team will create a professional growth committee that will work collaboratively to review and assess the strengths and weaknesses of the current WLC staff.
2. The district will use accurate and timely data to monitor staff development and the impact on student learning and performance.

IMPLICATIONS:

The district will establish a CORE Curriculum that will be formulated for School Board Approval beginning in December 2010. The implications will be that teachers will establish 'Diary Maps' in all subject areas by October 2012. The Diary Maps will guide instructional practices that are directly tied to the curriculum and for which a model for assessment of student achievement will be connected. The process will be first implemented with the elementary mathematics curriculum.

The district will refine the application of assessments of student achievement to inform and refine instruction based upon individual student needs. The NECAP and NWEA data will be the primary source for the differentiation of instruction and will be matched by incremental goals for levels of student proficiency with the aim of reaching proficiency (state standards) by 2014. The process will be monitored through the use of Competency Based Report Cards and Elementary Benchmark Assessments.

The district will encourage faculty and staff to expand the reach of the district through innovations in teaching and learning. The expansion of options for students

to include web-based learning and extended collaboration in the areas of student interest such as the Arts, Service Learning or in community-based alternative learning will be encouraged.

The district will develop a comprehensive model or Professional Development that is directly connected to the training, skill development and strategies for refining instructional methodologies that will guide the obtainment of the objectives noted above. This will include the establishment of; (1) a model for peer support, (2) grade level 'learning communities' to insure universal access to the curriculum and supports, (3) building and district-level Data teams that will monitor the data on student achievement and suggest applicable adjustments to curriculum and instruction.

GOAL 2: LEADERSHIP – TOGETHER WE SUCCEED

Consolidate our communities and provide our students a cohesive, high quality education while reducing costs and improving efficiency.

OBJECTIVE 2.1

The establishment of WLC School Board Subcommittees: Student Support Services, Business/Operations and Personnel/Contracts & Policies.

Strategies for 2011-2012:

1. Committees will meet monthly on designated dates to conduct business.
2. Committees will be annually reviewed by the entire WLC School Board to determine its effective use in governance of the school community.
3. Each committee membership will be chosen annually following the district meeting in March.

Objective 2.2

The creation of a protocol for ongoing interaction and communication with all stakeholders to include regularly scheduled forums on the district planning and initiatives.

Strategies for 2011-2012:

1. Expand the membership of each subcommittee to include a representation of all stakeholders: Board and Budget committee members, Administrators, Teachers and Parents.
2. The School board will direct the SAU to advertise for members interested prior to the April board meeting.

3. The School Board Sub-Committees will meet and report to the board once a month, at the appropriate board meeting.

Objective 2.3

Create a framework for community involvement in the school and district initiatives that will further the district's commitment to innovative practices in learning.

Strategies for 2011-2012

1. Create a framework for community involvement in the school and district initiatives that will further the district's commitment to innovative practices in learning.
2. The district will use multiple venues to involve and communicate with the community: newsletters, district-based websites, community-based bulletin boards, advertisements in local newspapers, local radio stations, parent-teacher conferences, email, forums and school event nights (Open House, Celebration of Learning, etc).
3. Ongoing-will be regularly reviewed and monitor progress.

Objective 2.4

Define and prioritize initiatives to ensure that our staff's strengths are matched and balanced with appropriate opportunities to ensure success.

Strategies for 2011-2012

1. Implement a framework to list and clearly define district initiatives and their value to the school district.
(1) Curriculum Mapping, Professional Development Opportunities for all staff --Ongoing
(2) Develop a District Technology Plan
Summer/Fall 2011
Developing a K-12 Standards-Based Report Card
Fall, 2013
2. Utilize a professional tool that will recognize and evaluate district staff's strengths, and ensure the most effective use and placement of our people.

Objective 2.5

Establish a Leadership Profile for the district consistent with the objectives noted above which focus upon informed and innovative leadership in the learning continuum.

Strategies for 2011-2012

1. Provide training in the Leader in Me concepts to all staff

2. Implement the Leader in Me at all schools within the district. Upon completion of staff training (already laying groundwork at LCS and WLC—Fall 2012
3. Invite parents and/or community members to informational forums, assemblies, celebrations as appropriate. Timeline: Ongoing

IMPLICATIONS:

With the consolidation of the WLC School Board the sustaining of the current subcommittee structure is viewed as essential to meeting the district's mission and forthcoming Strategic Plan. The Strategic Planning process should be fully incorporated with the subcommittee structure and expanded as necessary to include representation of all the stakeholders who are impacted by the subcommittee charge and planning process. The recommendation is that a common framework for subcommittee work be established with attention to clarity in the charge, development of primary objectives and engagement in gathering information and data from which informed decisions and recommendations can be forwarded to the WLC School Board.

Foremost will be the establishment of a Communication process that is inclusive of web-based information, student data systems, calendar information and notation of district initiatives to meet the established goals and objectives. Equally as relevant the coordination of all district initiatives within a framework that promotes creativity in exploration of learning options and community partnerships.

The elements of Leadership in the district will be directed to a concentration upon innovation within the scope of learning options at all levels of instruction.

Action Items:

- *CHARGE TO CURRICULUM CONSOLIDATION COMMITTEE:*
 - *FRAMEWORK FOR COMMUNICATION:*
 - *DEVELOPMENT OF STAFFING PROFILE*
 - *DEVELOPMENT OF A DISTRICT LEADERSHIP PROFILE*
-

GOAL 3: COMMUNITY - CREATING PARTNERS FOR STUDENT SUCCESS

Goal: To develop community partnerships to enhance educational resources and opportunities.

Objective 3.1

Develop a district-wide framework to encourage partnerships and enhance the understanding and perceptions of the WLC's school culture.

Strategies for 2011-2012

1. Encourage participation in area Chamber of Commerce, Rotary Club, etc by administration.
2. Involve area Seniors in a "Celebration of Learning". Encourage Seniors to visit the schools for various activities.
3. Develop School to work partnerships with area businesses.

Objective 3.2

Develop a district-wide commitment to inform and engage the community fully in the school culture.

Strategies for 2011-2012

1. Enhance current web page, possible include E-News, a RSS feed, etc
2. Develop a Facebook page to announce activities, projects, meetings, etc. Activity can be monitored by reports given by Facebook.
3. Use Global connect more often to make announcements.
4. Continue Newsletter with set dates for distribution and submission dates.
5. Purchase Banner Boards to place announcements on. Use the Sign Board in front of the Police Station to announce activities (if possible)
6. WLC Media/journalism class to publish in local papers.

IMPLICATIONS:

The district will identify the critical issues that are important to the community. This will be matched with a well-developed and articulate plan for Communication and Involvement. The plan will include attention to educational issues, student achievement profiles, community-based projects and directed indicators of the districts progress in meeting established goals and objectives, to include but not limited to the Strategic Plan. The district will investigate means of developing public

relations support through the current budget or prospective grant funds. This will include focused discussions with media representatives.

The avenues to explore include: Wilton -Lyndeborough Community Connections Face Book page, regular news release to the Ledger-Transcript, Nashua Telegraph, The Warrior, etc.

Action Items:

- *FRAMEWORK FOR ADVANCING SCHOOL CULTURE:*

- *COMMUNITY ENGAGEMENT:*

GOAL 4: CAPITAL RESOURCES – INVESTMENT LEADS TO OPPORTUNITIES

GOAL: Enhance student learning through the development of sound fiscal planning and resources.

Objectives 4.1

Continue to explore different funding sources to reduce debt service and increase fund balance to enhance learning (e.g., grants, international students, facility user fee).

Strategies for 2011-2012

1. Two times a year meet and touch base with NH Charitable Association to find grants
Timeline: Ongoing – grants applied and received
2. Action: Develop facility use guide to ensure consistent practice. (Fee schedule) Implement changes for building use.
Timeline: Fall 2011 Completed guide and track revenue.
3. Develop a tool to monitor and assess free and reduced enrollments.
4. Lead to improved grant opportunities
Timeline: Spring 2012

Objective 4.2

Business/Operations Subcommittee will continue to advise the board and administration via a long-range facilities master plan (current and future campuses) and infrastructure to meet the changing needs of our students (e.g., review available facilities and make recommendations to the administration for appropriate use of space and planning needs for future development).

Strategies for 2011-2012

1. Develop Capital Improvement Plan with short and long term needs.
Facilities needs Analysis
Timeline: Provide updates at subcommittee and board levels
2. Articulate and build community support for necessary capital expenditures connected to the strategic plan and district goals.
3. Continue work with municipal Budget Committee. Highlight concerns in district news.
Timeline: Ongoing – Budget Approval and committee support
4. Establish an improved and cost effective food services program to enhance the health and well-being of our learning community.
5. Evaluate current food service program
 - A. Leadership
 - B. Vendors (suppliers)
 - C. Ongoing Customer satisfaction surveysTimeline: Ongoing
6. Establish a process for ongoing review and revision of district Policies and Procedures that will guide the district's adherence to regulatory requirements and administrative supervisory responsibilities consistent with the tenants of the Strategic Plan.

Action: Regularly review requirements in subcommittee (policy.) Ensure connection to S.P.

Timeline: Ongoing review

IMPLICATIONS:

The district is encouraged to address the objectives relative to capturing resources to support student learning. This includes the continuation of a committee in the district to explore avenues for grant funds to support initiatives that are forthcoming in the Strategic Plan as well as other outcomes of the data-driven dialogues recommended to be conducted at all levels of schooling and within the community. This process identifies areas within the curriculum where additional supports would enhance student learning and achievement. The district will also be encouraged to establish building-level Data Teams who will assess the implications of the sources of information on student achievement and school culture and define a process for refining current methodologies and structures to better address student learning and development.

The timely attention to refining the current Food Service Program emerged as a priority that the subcommittee suggests be addressed in a timely manner. In essence, the committee, in collaboration with food service personnel, viewed a number of school programs in the state and believes the district will be well served to consider the contracting out of the food service program. The recommendation is forwarded with the provision that considerations be given to insuring current personnel in the program be incorporated within the program as much as possible. The committee recommends that surveys of students and staff be conducted to establish the scope and content of the food service programs in the district.

The district may also benefit from a through study and cost analysis tied with facility planning that includes the feasibility of elementary school consolidation. This would include further understanding of and plausible modifications to the Area agreement.

Action Items:

- *APPROACHING FUNDING ALTERNATIVES;*
- *ADVANCING FACILITIES MASTER PLAN;*
- *COMMUNITY INFORMATION AND INVOLVEMENT IN CAPITAL EXPENDITURE PLANNING;*
- *ESTABLISHED PROCESS FOR POLICY REVIEW AND REVISION*
- *ADVANCE THE FOOD SERVICE PROGRAM:*

GOAL 5: TECHNOLOGY – 21st CENTURY TOOLS

GOAL: Deploy technology across our district to effectively deliver learning and manage the operation of our schools.

OBJECTIVE 5.1

Develop and implement a district wide Technology Plan which includes: Measurable technology standards taught district-wide; Outlines the professional development needs which supports and promotes the integration of technology; and a continuum of timely and effective technical support.

Strategies for 2011-2012

1. Share this Strategic goal with the committee.
2. Create a technology committee to develop a comprehensive and state approved technology plan for the district.
3. Implement plan
4. Periodical status of tech. plan fulfillment by committee and report back to district.

Timeline:

- a. Establishment of a district wide technology plan
Summer/Fall 2011
- b. Technology Plan Implementation
September 2011
- c. On-going – implementation of technology plan – review and status reports by tech committee.

IMPLICATIONS:

The district will review the current Technology Plans and merge them into one comprehensive plan. The plans will be aligned with the state standards and will define the priority needs of the district. A Technology Committee comprised of technology coordinator, teacher, administrator and student representatives, media specialists and school board member will address this process. The charge to the committee will be developed by Spring 2011 and the committee recommendations will be presented to the student support services subcommittee in July and to the WLC School Board August 2011.

An integral aspect of the plan is a Student Information System that will provide a variety of student data bases that will provide information for faculty and staff, students, parents and the community. The process outlined above will include an analysis of the priority needs for student information systems and include the research and piloting of the variety of systems available. The new system will be implemented by September 2011.

Action Items:

- *DEVELOPMENT OF HIGH STANDARDS TECHNOLOGY PLAN:*

Wilton-Lyndeborough Cooperative School District
Goals and Objectives

0-12 Months	1-2 Years	3-5 Years
Evaluate/improve/track student achievement <ul style="list-style-type: none"> • Determine best assessment tool • Define process for surveying students out of school • Start/continue discussions with grades 6-10 on where they are going • Revisit "period 5 model" more deeply • Can MS RTI type support be add within the system we have • Strategic Planning to research behavior plans for district 	Consider developing a program such as trade/career school or working with other districts <ul style="list-style-type: none"> • Bring in outside people to talk about career choices students may not be aware of • Tap into community resources • Explore several options to enhance non college bound student opportunities • Technology Director to research utilization of technology within district 	School within a school-charter or gifted program
Increase student and staff pride and morale <ul style="list-style-type: none"> • Move toward recognizing excellence throughout the district by engaging staff and students with expanding opportunities for participation. • Continue teacher presentations to the board 	Develop a system to follow up to determine level of preparedness for career/college <ul style="list-style-type: none"> • Start with 2017 graduates and follow up in 18-19 • Obtain feedback from graduated students • Possible in person/video discussion at board mtg. • Keep track of alumni through email 	
Support opportunities for Interscholastic Academic Competition <ul style="list-style-type: none"> • Granite State Challenge-Determine when WLC is eligible to enter • Math League/Model UN/Quiz Bowl/Lego League • Calculus League 	Increased communication with town leadership <ul style="list-style-type: none"> • Attend quarterly selectmen meetings 	
More student involvement in district <ul style="list-style-type: none"> • Explore student leadership role at board meetings (non-voting member) • Students present to SB-assign grade level/month • Add 5 min. board agenda item Student Concern 		
Explore ways students can navigate the graduation process <ul style="list-style-type: none"> • Provide additional guidance support • Provide in house college representation • Affiliation with 2 & 4 year colleges • Provide extra support to those students who may not have a support system 		