North Kingstown School Department

Educate, Inspire, Challenge

High Performing and Improving

2019-2024 Strategic Plan

(updated August 2019)

North Kingstown School District Strategic Plan (Revised second Draft-Sept 2019)
2019-2024

Mission

Our mission is to educate our students to become intellectually active adults, to inspire them to reach individual excellence, and to challenge them to become responsible, contributing members of a global society.

Vision

All students of the North Kingstown School Department will achieve rigorous learning goals and will continuously improve their academic, social, emotional, creative, and physical growth. In order to do this, we will provide a learning environment that meets the diverse needs of every student. Each student will have access to a high quality, rigorous curriculum through multiple and varied opportunities. With the help and engagement of our staff, families, and community members, our students will attain the skills, strategies, and knowledge necessary to be prepared for their college and career choices and ultimately their roles in a global society. We commit to using our resources to support our priorities: student learning and achievement, effective and innovative instruction, and continuous professional improvement.

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This strategic plan is based on the seven core functions as presented in the Basic Education Plan (BEP) of the Rhode Island Department of Education (G-12-4.2)

- <u>Lead the Focus on Learning and Achievement.</u> The LEA shall provide on-site direction that continuously guides site-based leadership; identify expectations and accountability for implementation of proven practices; and address barriers to implementation of identified educational goals.
- <u>Recruit, Support, and Retain Highly Effective Staff.</u> The LEA shall recruit, identify, mentor, support, and retain effective staff; build the capacity of staff to meet organizational expectations; and provide job-embedded professional development based on student need.
- <u>Guide the Implementation of Curriculum, Instruction, and Assessment.</u> The LEA shall provide access to rigorous, guaranteed, and viable curricula for all students; ensure differentiated instructional strategies, materials, and assessments; and build systems that provide opportunities for common planning and assessment.
- <u>Use Information for Planning and Accountability.</u> The LEA shall develop and implement proficiency-based comprehensive assessment systems; distribute results of measured school progress and student performance; and maintain responsive and accessible information systems.
- <u>Engage Families and the Community.</u> The LEA shall implement effective family and community communication systems; engage families and the community to promote positive student achievement and behavior; and provide adult and alternative learning opportunities integrated with community needs.
- <u>Foster Safe and Supportive Environments for Students and Staff.</u> The LEA shall address the cultural, physical, social, and emotional needs of all students; ensure safe school facilities and learning environments; and require that every student has at least one adult accountable for his or her learning.
- <u>Ensure Equity and Adequacy of Fiscal and Human Resources.</u> The LEA shall identify and provide requisite resources to meet student needs; allocate fiscal and human resources based on student need and overcome barriers to effective resource allocation at the school level.

Goal 1: Support achievement of rigorous learning goals and continuous growth.

Action Steps	Person(s) Responsible	Timeline	Evidence
Review the English Language Arts curriculum and the mathematics curriculum that are aligned to the Common Core State Standards (CCSS); revise as necessary. Continue to research resources to implement the CCSS.	Assistant Superintendent; Principals; Teacher Teams; Staff	2018-2019 Develop ELA rubrics at the middle level to include Common Language 2019-2020 Curriculum Cycle for ELA--Checking with Alison and Barbara 2019-2020 Vertical alignment among elementary and middle schools for a continued math curriculum/program in grades 6-8 2019-2020 NKSD will have a team as part of a RIDE cohort to investigate "Green" ELA Curriculum 2020-2021 NKSD will have a team as part of a RIDE cohort to investigate "Green"Math Curriculum Vertical alignment	Classroom observations; formative and interim assessments; curriculum documents; Comparison charts of aligned textbooks/materials; shared curriculum documents New AP English Language and Composition (junior year) New World Literature class choice (junior year) Unit assessments; STAR scores, restructure Common Planning Time to include structured goals and quarterly analysis of accountability. (Student work) Collaborative PD

		Math curriculum revisions MS (Illustrative Math) & HS; PD HS use of PSAT/SAT; PD Empowering Writers K-5 2019-2020 Bridges math K-3 District Wide QES and FP is K-5 K-5 (Bridges including interventions) district-wide by 2022.	
Continue to review all formative and summative assessments that align to the CCSS; regularly review the Comprehensive Assessment Plan to inform decisions on assessment implementation	Assistant Superintendent; Principals; Curriculum coordinators; Staff	2018-2019 Alignment to RICAS; data review from all assessments 2019-2020 Create Common Assessments within the Elementary/Middle Schools for ELA	Review of assessments; collaborative scoring; Administrative Council meeting notes; assessment documents; updated Comprehensive Assessment Plan
Investigate ways to collaboratively share lessons	Assistant Superintendent; Principals; Elementary Teachers	2019-2020 Determine ONE format for sharing as preview to driving the PD time shared	Google docs and shared folders and drives.
Elementary/Middle-Continue to provide training in new (3 days) and advanced (1 day) inquiry kits from GEMSnet	Assistant Superintendent; Principals	Ongoing training/PD during the school year.	K-8 GEMSnet PD; Classroom observations; training schedules and attendance records

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Provide a multi-tiered system of support to afford access to academic/behavioral supports and interventions for all students; specifically concentrating on closing the achievement gap and increasing growth for subgroups: English language learners, race/ethnicity, socio-economic status, and students with disabilities. (supports may include but are not limited to: Edgenuity, Lexia, Virtual High School, DreamBox, IXL, FLVS.)	Assistant Superintendent; Principals; HS Department Chairs; Curriculum coordinators; Teacher Teams; Staff	Ongoing Dreambox 1-2, LEXIA K-2; IXLgrades 3-12 RtI and PLPs through ASPEN High School-ARC-Afterschool Resource Center 2018-2019 Professional Development high school-cultural competency Restorative practices training 2019-2020 continue PD at the middle schools, and add time during CPT at the high school to review humanities lessons. Continue restorative practices training to incorporate in the classroom lessons. Monitor assessments; increase formative assessment/immediate feedback	Classroom observations; formative and interim assessments; Personal Literacy Plans; Dreambox and LEXIA progress reports; RtI documents; ARC-Afterschool Resource Center-attendance PD agendas and notes from meetings Teacher feedback on cultural competency PD Certification in restorative practices
Analyze and share data related to student progress	Assistant Superintendent; Principals; Teacher Teams; Staff	2018-2019 Student Growth Percentile SGP @ 52 2019-2020 SGP @ 52	Use of STAR, RICAS,and AIMSweb data; RTI/data

		Early Childhood using RIDE ISS; PreSchool Teaching Strategies GOLD	meetings; notes from collaborative meetings
Continue the district curriculum plan; utilize a district curriculum committee to review draft curriculum documents	Assistant Superintendent; Curriculum Coordinators; Principals; Teachers	2018-2019 Curriculum cycle: media, art, music, and math Continue to focus on middle school foreign language 2019-2020 Curriculum cycle: World Language and English Language Arts	The curriculum plan and policy; meeting agendas and notes from the committee meetings; curriculum documents
Assess current Career and Technical Education (CTE) offerings, the processes to sustain RIDE approval of current programs. Incorporate new pathways, such as Wind Energy pathway and NEIT/EB Welding program.	Superintendent; Assistant Superintendent; NKHS Administrators; CTE Program Director, CTE Curriculum Coordinators and Teacher Teams	2018-2019 Wind Energy Pathway development 2019-2020 Wind Energy Pathway NEIT/EB Welding Program	CTE business finance program, IT/Computer Science and Music all RIDE Approved on their website; updated reports on student attendance and persistence with programs including Wind Energy and NEIT/EB Welding.
Provide the leadership to support rigorous CTE programs, including business	Superintendent; Chief Operating Officer; NKHS Administrators; Curriculum	2018-2019 Analyzed current CTE offerings, internship program,	Leadership position filled Google sheets for application and tracking

finance and engineering/robotics that includes overseeing business partnerships, internship opportunities for CTE students and vertical STEAM initiatives K-12.	Coordinators, STEAM Coordinator, Internship Coordinators, Teacher Teams	analyzed out-of-district v. in-district students (4:1). Review and revise current CTE leadership roles to reflect the results of analysis. 2019-2020 CTE Leadership Team meet quarterly to assess the updated roles. Note what is working and what needs revision.	Advisory board meetings attendance Agendas/notes for Statewide CTE meetings by program Agendas/notes for Statewide CTE Board of Trustees meetings Agendas and notes from quarterly CTE Leadership Team meetings.
Increase access to personalized learning experiences that are experiential, blended, flexible, and differentiated	Assistant Superintendent; Principals; District Technology Coordinator; Teacher Teams; Staff	2018-2019, 2020 Increase participation in Advanced Placement, Advanced Coursework Network, Dual/Concurrent Enrollment, college credit bearing, internship, and Career and Tech courses	Program reviews; classroom observations; increased numbers of students participating in concurrent, dual, and early enrollment programs. Increased numbers of students participating in online courses; differentiated programming at the elementary level
Define the vision of blended learning and differentiated instruction. That when met, each child will have their	Assistant Superintendent; Principals; District Technology Coordinator; Teacher Teams; Staff	2019-2020 Task a representative committee to meet at least quarterly to define the scope	Meeting agendas and notes from the meetings.

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needs met through whatever platform necessary: differentiated, blended, flexible or experiential		of blended learning and differentiated instruction. Bring in Lexia/IXL rep to provide PD.	NKSD definition and vision of blended learning and differentiated instruction.
Continue to develop a robust Pre-school curriculum that aligns to the Pre-school standards	Pre-school Staff and Administrators	2018-2019 Host Bright Stars visit. Monitor use of resources and Creative Curriculum 2019-2020 Cross-grade conversations to ensure understanding and knowledge of pre-K and K. Apply to Bright Stars for a 5-star rating	Curriculum documents; classroom observations; report from Bright Stars visit (4 star rating)
CS4RI across the curriculum.	Assistant Superintendent; Principals; District Technology Coordinator; Teacher Teams; Media specialists, Staff	2018-2019 Core Team met in late winter through summer Created Draft and final version of district plan. 2019-2020 District Rollout 3rd grade at Elementary grades 6-8 crosswalk at middle	2019 CS4NK District plan Agendas and notes from 4 - 6 statewide meetings throughout the year. Meetings at the district level-notes and agendas 2020 ASPEN attendance in classrooms.

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		IT/CS Project Lead the Way at High School Oct 29, 2019 presentation to School Committee	Lesson plans, classroom observations; SC agenda and video

Goal 2: Provide a school climate that addresses cultural, social, emotional, creative, and physical needs of all students.			
Action Steps	Person(s) Responsible	Timeline	Evidence
Expand school-wide cultural competency training for faculty, staff and students throughout the district. Continue social/emotional literacy and anti-bullying programs (i.e. Open Circle, Second Step, Positive Behavioral Interventions, and Supports, Restorative Practices, Think Social, etc.)	Principals; Teachers; Staff; School Psychologists; Speech and Language Pathologists	2019-2020 Continued sustainability of Open Circle, Leading Together, and Playworks Training at Elementary School HS & MS Increase training on SEL programs including: Youth Restoration Project, Morning Mindfulness; MS Strong Teens; Sandy Hook Promise, "Start with Hello" across all schools.	Classroom observations; committee meeting notes; participation in PD; fewer behavioral referrals; Monitor new programs and curriculum such as Youth Restoration Project and Strong Kids/Teens
Maintain and strengthen advisory, SEL and Directed Learning Centers (DLC) programs	Secondary/Middle/Elementary Administration; Teacher Advisors; Guidance Counselors	2018-2019 HS: Personal Learning Time (PLT) Increase Leadership Team activities in advisory MS: Strong Teens, Directed Learning Centers (DLC) programming, Kindness	Observations; student feedback; increased mentoring; Leadership Academy activities agenda; PLT activities list

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		Challenge; Elementary: Lunch Bunches, yoga enrichment, Buddy Benches	Attendance at lunch, enrichment, and other activities
Maintain and strengthen grade-to-grade and new student transition program	Administrators; Teachers; Guidance Counselors, PTSO	2019-2020 Sustain orientations; buddy systems 2018-2019 K and pre-K, and new student orientations and information sessions at bldg. level; K transition as part of SELAC, preK-K transition meetings with home school teams, 9th grade orientation led by Leadership Academy; college credit courses.	Parent feedback; program reviews; increased articulation between schools
Continue to provide a variety of extra-curricular/co-curricular activities	PTSOs; School Improvement Teams; Principals; Teachers	2018-2019 Continued after-school activities and enrichment programs. Continue community service projects 2019-2020 Continue school and after school activities focused on cultural experiences and enrichment	Student participation/attendance reports in the activities

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		projects.	
Provide in-service training for staff regarding student behavioral and mental health issues	Director of Pupil Personnel; Assistant Director of Pupil Personnel; Assistant Superintendent; Administration and Support Staff	2019-2020 Sustain Mental Health 101 to TAs and Support Staff; Suicide Prevention Training for staff and community 2019-2024 Sustain CPI training including teachers in the de-escalation component of the trainings; SEL programming; PD organized by PPS 2019-2024 Look for grants to continue supportive trainings for gender, sexual and personal identity awareness as part of mental health initiatives.	CDC Evaluation Survey; meetings with the School Health Advisory Council; completion of trainings; PD agendas and attendance records.

Goal 3: Provide modern, high quality facilities and technology that effectively support our educational programs.

Action Steps	Person(s) Responsible	Timeline	Evidence
Complete projects in priority order from the Capital Improvement Plan	Chief Operating Officer, Superintendent, and School Committee	2018-2019 HS boilers, A/C, septic upgrades, auditorium house lights; QES fire alarm, bat and mold remediation, DA playground; DMS/FC/QE abatement; 2 new mini-buses 2019-2020 - Replace D Building AC Units, Floor Covering Replacement at SL, FC and FP, Replace lighting at NKHS with LED's, Athletic Field, bathrooms, (lighting on hold), Next Summer - Replace AC at QE, 1 Floor of AC at NKHS, Replace windows at DMS, Track will be installed in Summer 20.	Completion of projects Ongoing 2018-2019 HS boilers, A/C, septic upgrades, auditorium house lights; QES fire alarm, bat and mold remediation, DA playground; DMS/FC/QE abatement; 2 new mini-buses - Completed 2018-2019

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Purchase appropriate classroom technology for all schools	IT department	2018-2019 Upgrade teacher devices @ FC,HE, DA, DMS; replacement of labs @ WMS, DMS, HS; upgrade 350 wireless access points; increase wireless HS stadium 2019-2020 summer-Upgraded classroom computers at NKHS, QE and FP	Purchase and distribution; observation of classrooms; monitoring of GoGuardian and Edlio
Focus on the safety and security needs for buildings	Superintendent; Chief Operating Officer	2018-2019 Mutual-link, lobbyguard software; cameras; teacher access cards Addition of 500+ cameras and 70 Card Access Doors Planned for FY20 is door monitoring	Building/ district safety plans; updated security systems; Police and fire reviews
Implement the five-year technology strategic plan	Superintendent; Assistant Superintendent; IT Department; Chief Operating Officer; School Committee	2018-2019 Implement goals in updated Technology Plan 2019-2020 Year 2 Goals	Completion of annual goals
Continue to offer training in the electronic systems/portals to new staff and share updates as needed. (Frontline	Assistant Superintendent; Principals; District Technology Coordinator;	2019-2020 Continue PD for EEM and new training for PLM	Attendance at trainings for Employee Evaluation and Professional Learning

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Employee Evaluation Management EEM and Professional Learning Management PLM, Go Guardian, ASPEN, etc.)	Mentors; Teacher Teams; Staff		Management Systems; use of the systems
Short and Long Term Pre-School Planning	Superintendent; Assistant Superintendent, Special Education/PPS Director; Chief Operating Officer; School Committee	2019-2020 Planning and development of long term plan	
Propose a long-term plan for future utilization of school facilities	Superintendent; Assistant Superintendent; Chief Operating Officer; School Committee	2018-2019 After 2018 bond – determine proposal of new middle school	Completion of the long-term facilities plan; meeting agendas Bond Approved November 2018 Define a plan to move forward, consider school size research and other optimal indicators

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Goal 4: Engage families and the community to support student achievement			
Action Steps	Person(s) Responsible	Timeline	Evidence
Create and distribute an Annual Report to the Community; increase the availability; notify community about the distribution	Superintendent	Annually 2019-2020 continue to use consultant	Completion of report and distribution; e-copy on the district webpage
Update parents regarding the Common Core State Standards (CCSS) and new assessments and NGSS	Assistant Superintendent; Principals; teachers	2018-2019 Informational letters to parents and postings on the webpage; parental access to Google Classroom 2019-2020 Continue annual presentations to the School Committee Continue updates on the website; parental access to Google Classroom	Communication documents; Open Houses; informational sessions; Letters to parents; SC video
Increase communication regarding PTO functions district-wide	PTO; principals; IT department	2019-2020 Sustain Information provided through ASPEN emails; alternate meeting times; coordination of dates with district website calendar 2019-2020 PTO presidents	District-wide calendar posted on NKSD website; ASPEN emails have replaced listservs; increased number of messages by PTO. Increased attendance at PTO events and meetings

		continue to meet quarterly to discuss ways to increase family engagement, Superintendent and President of the School Committee will address the parents at the first quarterly PTO President meeting in September to discuss fundraising and field trips 2019-2020 PTO will meet to expand Parent Panels (WMS and NKHS) to other schools so parents can ask questions	
Expand the implementation of online registration tools	Data Manager; Administrative Staff	2019-2020 Continue training for new parents re: workflows for parent permissions (Responsible Use of Technology, Photo Releases, Handbook, Chromebook Agreement); Health Collection; Updating Student Contacts; Chromebook Insurance	Electronic parent packs; updates by parents through ASPEN

		2019-2020 There are three family workflows to complete forms. Offer assistance at schools and events. Use myschoolbucks to accept online payment for Chromebook insurance and repair fees Preschool on-line payments	

Goal 5: Maintain a fiscally responsible budget with priorities that focus on student learning and continuous improvement.

Action Steps	Person(s) Responsible	Timeline	Evidence
Create budgets to align expenditures to strategic plan	Superintendent, Chief Operating Officer	2018-2019 addition of Assistant Controller position Annually Annual application for the Meritorious Budget Award Meritorious Budget for FY19 Submittal for FY 20 in the future	Review of budget and strategic plan; successful Meritorious Budget Award; supervision of new position
Expand collaborative partnerships with outside agencies; Expansion of the Career and Tech business partnerships	Central office administration; High School Administration and CTE leadership	2017-2018 expand partnerships, especially with new academy programs 2018-2019 IT & Music CTE approved in June; Wind Energy certification program; expanded use of Everfi curriculum investigating underwater robotics and Wind Energy.	Use of RIDE technical assistance; meeting notes; established partnerships; reports from Everfi RIDE Website of Approved Programs

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PTO Funding	Superintendent; Chief Operating Officer; Controller; principals	Create/Revise Policy for PTO funding; set clear guidelines for budgetary line items that are acceptable to receive PTO funds; in conjunction with a district-wide fundraising policy 2019-2020 Fundraising Policy - TBD Field Trip Policy - SC Agenda August 2019	Completed policy; clear communication to all stakeholders