

**North Kingstown
School Department**

Educate, Inspire, Challenge

*High Performing
and
Improving*

**2015-2019
Strategic Plan**

(updated August 2018)



North Kingstown School District Strategic Plan 2015-2018

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)

- Lead the Focus on Learning and Achievement. 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.
- Recruit, Support, and Retain Highly Effective Staff. 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.
- Guide the Implementation of Curriculum, Instruction, and Assessment. 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.
- Use Information for Planning and Accountability. 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.
- Engage Families and the Community. 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.
- Foster Safe and Supportive Environments for Students and Staff. The LEA shall address the 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.
- Ensure Equity and Adequacy of Fiscal and Human Resources. 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.

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Goal 1: Support achievement of rigorous learning goals and continuous growth.			
Action Steps	Person(s) Responsible	Timeline	Evidence
<p>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.</p>	<p>Assistant Superintendent; Principals; Teacher Teams; Staff</p>	<p>Fall 2015—2018 2016-2017 Bridges elementary math program was piloted at Forest Park. 2017-2018 Implementation of Bridges in grades K & 1; Pilot of GoMath at MS level Develop rubrics at the middle level 2018-2019 Bridges Math grade 2; Math curriculum revisions MS (Illustrative Math) & HS; PD HS use of PSAT/SAT; PD Empowering Writers K-5</p>	<p>Classroom observations; formative and interim assessments; Common Core State Standards implementation plan; curriculum documents; Comparison charts of aligned textbooks/materials; shared curriculum documents Unit assessments; STAR scores</p>
<p>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</p>	<p>Assistant Superintendent; Principals; curriculum coordinators; Staff</p>	<p>Fall 2015—2018 2016-2017 The Comprehensive Assessment Plan (CAP) was updated. 2017-2018 Update CAP to reflect new state assessments. 2018-2019</p>	<p>Review of assessments; collaborative scoring; Administrative Council meeting notes; assessment documents; updated Comprehensive Assessment Plan</p>

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		Alignment to RICAS; data review from all assessments	
Investigate ways to collaboratively share lessons (web pages, Google docs, RIDE ISS, Live Binder, Blendspace, etc.)	Assistant Superintendent; Principals; elementary teachers	ongoing	Google docs and shared folders and drives.
Implement a newly created science curriculum that is aligned to the New Generation Science Standards; provide training in new inquiry kits; continue to revise the high school science curriculum	Assistant Superintendent; High School Science Department Chair; NKHS science teachers	Summer 2015—2018 2016-2017 Two inquiry kits at elementary and middle 2017-2018 Additional third kit at elementary and middle 2018-2019 Implementation of completed curriculum at all levels; PD	Classroom observations; revised curriculum documents; training schedules and attendance records
Provide access to academic supports and interventions for all students (i.e. Edgenuity Lexia, Virtual High School, DreamBox, IXL, TenMarks, FLVS, etc.)	Assistant Superintendent; Principals; HS math department chair; Teacher Teams; Staff	Summer 2015—2018 2016-2017 Dreambox implemented for intervention 2017-2018 Dreambox implemented in grades 1 & 2 Lexia continues to be implemented in grades K & 1 2018-2019 Dreambox 1-2, LEXIA K-2; RtI and PLPs through ASPEN	Classroom observations; formative and interim assessments; Personal Literacy Plans; Dreambox and LEXIA progress reports; RtI documents

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Analyze and share data related to student progress	Assistant Superintendent; Principals; Teacher Teams; Staff	2015-2018 2016-2017 Student Growth Percentile (SGP) set at 50 2017-2018 SGP set at 52 2018-2019 SGP @ 52 Early Childhood using RIDE ISS; PreSchool Teaching Strategies GOLD	Use of STAR data, PARCC, AIMSweb, ISS, Growth Models; RTI/data meetings; notes from collaborative meetings
Continue to offer training in the electronic systems/portals to new staff and share updates (Instructional Support System, Employee Evaluation Management, Growth Model Visualization Tools)	Assistant Superintendent; Principals; Teacher Teams; Staff	Summer 2015—2018 2017-2018 New evaluation platform (EEM) 2018-2019 Continue PD for EEM	Attendance at trainings; use of the systems Train educators in the use of the Employee Evaluation Management System
Develop a district curriculum plan; update the district curriculum policy; utilize a district curriculum committee to review draft curriculum documents	Assistant Superintendent; curriculum coordinators; principals; teachers	2015—2018 2016-2017 Introduction to Earth/Physical Science and Physics. Common Sense Digital Citizenship Curriculum 2017-2018 A new curriculum revision schedule was created	The curriculum plan and policy; meeting agendas and notes from the committee meetings; curriculum documents

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		<p>2017-2018 Library Media; Physics; Middle school math resources; analyze foreign language program K-12</p> <p>2018-2019 Curriculum cycle: media, art, music, and math</p> <p>Continue to focus on middle school foreign language</p>	
<p>Continue developing the RIDE approved CTE program in Business Finance and the Engineering and Robotics program; Develop Informational Technology CTE; Develop Music CTE Incorporate Wind Energy pathway</p>	<p>Superintendent; Assistant Superintendent; NKHS administrators; Teacher Teams</p>	<p>2015-2016 Engineering and Robotics</p> <p>2016-2017 Business Finance</p> <p>2017-2018 add IT/Computer Science academy</p> <p>Explore music and videography</p> <p>2018-2019 Informational Technology CTE; Music CTE Wind Energy pathway</p>	<p>Completed CTE business finance program and New IT/Computer Science program; monitor and track participation</p> <p>Monitor Informational Technology and Music and Wind Energy pathway</p>
<p>Provide the leadership for the CTE programs, including business finance and engineering/robotics that includes overseeing business</p>	<p>Superintendent; Chief Operating Officer; NKHS administrators; Teacher Teams</p>	<p>July 2016</p> <p>2016-2017 Strengthen the application and tracking process</p>	<p>Leadership position filled</p> <p>Google sheets for application and tracking</p>

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<p>partnerships, marketing the programs, and recruiting students</p>		<p>2017-2018 Continue advisory boards with community and business representatives 2018-2019 Expand to Informational Technology and Music; Wind Energy; training for KidWind Competition</p>	
<p>Increase access to personalized learning experiences that are experiential, blended, flexible, and differentiated</p>	<p>Assistant Superintendent; Principals; Teacher Teams; Staff</p>	<p>2015-2018 2016-2017 Study of new scheduling at NKHS 2017-2018 Implementation of new eight-period schedule Introduce opportunities for advanced personalized learning at the elementary level 2018-2019 Increase participation in Advanced Placement, Advanced Coursework Network, Dual/Concurrent Enrollment, college credit bearing, internship, and Career and Tech courses</p>	<p>Program reviews; classroom observations; increased numbers of students participating in concurrent, dual, and early enrollment programs. Increased numbers of students participating in online courses; feedback on the new eight-period schedule; differentiated programming at the elementary level</p>

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<p>Continue to develop a robust Pre-school curriculum that aligns to the Pre-school standards</p>	<p>Pre-school staff and administrators</p>	<p>2015—2018 2016-2017 Study the new curriculum resources 2017-2018 Added Early Childhood Coordinator position 2018-2019 Host Bright Stars visit. Monitor use of resources and Creative Curriculum</p>	<p>Curriculum documents; classroom observations; report from Bright Stars visit</p>
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Goal 2: Provide a school environment that addresses the social, emotional, creative, and physical needs of all students.

Action Steps	Person(s) Responsible	Timeline	Evidence
Expand school-wide social/emotional literacy and anti-bullying programs (i.e. Open Circle, Second Step, Positive Behavioral Interventions and Supports, Think Social, etc.)	Principals; Teachers; Staff; School Psychologists; Speech and Language Pathologists	2015—2018 2015-2017 Open Circle and Playworks trainings and implementation; Mindfulness; parent evenings 2017-2018 Study and Practice of Non-violence (DMS) Continue Open Circle and Playworks HS Restorative Justice, morning mindfulness; MS Strong Teens; Sandy Hook Promise programs; Scarlet Louis PD; HS full-time SW; increase in behavior specialist assistants; elementary Leading Together, buddy classrooms	Classroom observations; committee meeting notes; participation in PD; fewer behavioral referrals; Monitor new programs and curriculum such as Restorative Justice and Strong Teens

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<p>Maintain and strengthen advisory programs</p>	<p>Secondary administration; Teacher advisors; guidance</p>	<p>2015—2018 2018-2019 HS Personal Learning Time; MS Strong Teens, DLC programming, Kindness Challenge; Elementary lunch Bunch, yoga enrichment</p>	<p>Observations; student feedback; increased mentoring; Leadership Academy activities; PLC activities</p>
<p>Maintain and strengthen grade-to-grade transition programs</p>	<p>Administrators; Teachers; guidance counselors</p>	<p>2015—2018 2016-2017 orientations; buddy systems 2017-2018 Staggered school start for grade 9 2018-2019 K and pre-K orientations and information sessions at bldg. level; 9th grade orientation led by Leadership Academy; college credit courses</p>	<p>Parent feedback; program reviews; increased articulation between schools</p>
<p>Continue to provide a variety of extra-curricular/co-curricular activities</p>	<p>PTOs; School Improvement Teams; Principals; Teachers</p>	<p>2015—2018 2018-2019 continue after-school activities and enrichment programs; community service projects</p>	<p>Student participation rates in the activities</p>

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<p>Provide in-service training for staff regarding student behavioral and mental health issues</p>	<p>Director of Pupil Personnel; Assistant Director of Pupil Personnel; Assistant Superintendent; Admin Staff</p>	<p>2015-2018 2016-2017 Mental Health 101 to TAs and Support Staff; Suicide Prevention Training for staff and community 2015- 2018 CDC grants to support exemplary sexual health education, health services, safe and supportive environments, and related policies; Trainings and protocols at schools 2018-2019 reconfigure scheduling of CPI training; SEL programming; PD organized by PPS</p>	<p>CDC Evaluation Survey; meetings with the School Health Advisory Council; completion of trainings; PD agendas</p>
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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	2015-2018 2016-2018 Heating & Ventilation; Electrical; Fire devices; upgrade of cafeterias; NKHS tennis court repairs; NKHS auditorium sound and lights, etc. 2017-2018 Renovations to the NKHS Track and Field 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	Completion of projects Ongoing
Purchase appropriate classroom technology for all schools	IT department	2015—2018 2016-2017 devices for students; Lighthouse classrooms 2017-2018 GoGuardian; Edlio;	Purchase and distribution; observation of classrooms; monitoring of GoGuardian and Edlio

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		2018-2019 Upgrade teacher devices @ FC,HE, DA, DMS; replacement of labs @ WMS, DMS, HS; upgrade 350 wireless access points; increase wireless HS stadium	
Focus on the safety and security needs for buildings	Superintendent; Chief Operating Officer	2015-2017 New PA systems district-wide 2018-2019 Mutual-link, lobbyguard software; cameras; teacher access cards	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	2014-2019 Five-year plan 2015-2016 Year 3 Goals 2016-2017 Year 4 Goals 2017-2018 Year 5 Goals; Extend tech plan to 2022; refresh cycle 2018-2019 Implement goals in updated Technology Plan	Completion of annual goals
Propose a long-term plan for future utilization of school facilities	Superintendent; Assistant Superintendent; Chief Operating Officer; School Committee	2015—2016 2016-2017 2017-2018 Submittal of RIDE Stages 1 & 2 Asset Protection Plan	Completion of the long-term facilities plan; meeting agendas Define a plan to move forward, consider school size

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		Plan for bond funding to address construction and renovation of NKSD buildings; Resources, staffing programming, security, transportation, etc. 2018-2019 After 2018 bond – determine proposal of new middle school	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 2016-2017 used consultant to develop Annual reports 2017-2018 continue to use consultant 2018-2019 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	2015—2018 Annual letters Annual presentations to the School Committee Updates on the website 2018-2019 Informational letters to parents and postings on the webpage; parental access to Google Classroom	Communication documents; Open Houses; informational sessions; Letters to parents
Increase communication regarding PTO functions district-wide	PTO; principals; IT department	2015—2018 2016-2017 Information provided through ASPEN emails; alternate meeting	District-wide calendar posted on NKSD website; ASPEN emails have replaced listservs; increased number of messages

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		<p>times; district website calendar</p> <p>2017-2018 PTO presidents will meet to discuss ways to increase family engagement</p> <p>2018-2019 PTO will meet; facilitated by the Office of Family Learning; expand Parent Panels (WMS and NKHS) to other schools so parents can ask other parents questions</p>	<p>by PTO. Increased attendance at PTO events and meetings</p>
<p>Expand the implementation of online registration tools</p>	<p>Data Manager; Administrative Staff</p>	<p>2015—2018</p> <p>2016-2017 Student emergency contacts</p> <p>2017-2018 new work flows for parent permissions (Responsible Use of Technology, Photo Releases, Handbook, Chromebook Agreement);</p> <p>Health Collection;</p> <p>Updating Student Contacts;</p> <p>Chromebook Insurance</p>	<p>Electronic parent packs; updates by parents through ASPEN</p>

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		<p>2018-2019 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</p>	
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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	Annual Annual application for the Meritorious Budget Award 2018-2019 addition of Assistant Controller position	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 CTE leadership	2015—2018 2016-2017 Advisory boards established for CTE programs; Partnerships with Everfi N.A.F. Certified 2017-2018 expand partnerships, especially with new academy programs 2018-2019 IT & Music CTE approved in June; Wind Energy certification program; expand use of Everfi curriculum	Use of RIDE technical assistance; meeting notes; established partnerships; reports from Everfi

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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	Completed policy; clear communication to all stakeholders
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