

**North Kingstown
School Department**

Educate, Inspire, Challenge

*High Performing
and
Improving*

**2019-2024
Strategic Plan**

(updated fall 2020)



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.

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 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.
- 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.

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

Action Steps	Person(s) Responsible	Timeline	Evidence
Continue to review the English Language Arts curriculum and the mathematics curriculum that are aligned to the Common Core State Standards (CCSS) and for preschool the RI Early Learning and Development Standards ; revise as necessary. Continue to research resources to implement the CCSS.	Assistant Superintendent; Principals; Teacher Teams; Staff	<p>2020-2021 Vertical alignment among elementary and middle schools for a continued math curriculum/program in grades 6-8</p> <p>2020-2021 NKSD will have a team as part of a RIDE cohort to investigate “Green” Math Curriculum</p> <p>2020-2021 NKSD will have a district team to investigate ELA Green curriculum at the Elementary level.</p> <p>2020-2021--Much of the Pd training for curriculum at all levels will be virtual.</p> <p>2020-2021 HS will use the next two years to ensure a high quality curriculum in ELA and math.</p> <p>PD HS use of PSAT/SAT;</p> <p>PD Empowering Writers K-5</p> <p>2020-2021 Bridges math K-5 District Wide</p> <p>Bridges (including interventions) district-wide by 2021.</p>	
Rollout EL Curriculum across all middle schools in grades 6-8	Assistant Superintendent; Coordinator of HQC; Principals;	<p>2020-2021 NKSD will have a district team to rollout EL Green curriculum</p> <p>Monthly check-ins with the district team.</p> <p>Bi-weekly common planning time</p>	

	Teacher Teams; Staff	Professional learning to assist with rollout	
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	2020-2021 Alignment to RICAS; data review from all assessments Alignment to other CCSS assessments due to COVID (if no RICAS) 2020-2021 Create Common Assessments within the Elementary for ELA 2020-2021 - MS - ELA assessments are part of the ELA high quality curriculum rollout.	
Investigate ways to collaboratively share lessons	Assistant Superintendent; Principals; Elementary Teachers	2020-2021 Use of Canvas, including a common format. Teachers are able to share lessons/assignments 2020-2021 Adding grade level leaders to help curate lessons, lead discussions and be the keeper of the knowledge by grade.	
Elementary/Middle-Continue to provide training in new (3 days) and advanced (1 day) inquiry kits from GEMSnet	Assistant Superintendent; Principals	2020-2021 GEMS-Net provides ongoing training/PD during the school year. Additionally will work for specific requests. Updating model for SY2022 and will share with districts for the next contract in early spring. 2020-2021 URI GEMS-Net Creation of Google Classroom for every grade with asynchronous professional learning modules, resources and optional sessions for after school and during state PD for new teachers and new teachers of each grade.	

		Updated modules and moved them around to accommodate for district	
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<p>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: Lexia, Virtual High School, DreamBox, IXL, FLVS.)</p>	<p>Assistant Superintendent; Principals; HS Department Chairs; Curriculum coordinators; Teacher Teams; District Tech Coach and Tech Lead Teachers; Staff</p>	<p>Ongoing Dreambox 1-2, LEXIA K-2; IXLgrades 3-12 RtI and PLPs through ASPEN High School-ARC- Afterschool Resource Center RazPlus K-2 with ELL K-8 Screencastify - Staff and Student Use Kami - Staff and student use</p> <p>2020-2021 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</p> <p>2020-2021- Use the RIDE Culturally Responsive & Sustaining Education (CRSE) Review Tool to audit the options in ELA curriculum for the elementary ELA and the math curriculum at the middle schools 2020-2021 Continue with restorative training at the high school. Begin Bias training and/or Better Lessons Bias. Brand New World--Choose Love curriculum for the 2020-2021 -- Elementary and middle 2020-2021 Continue LETRS Training</p>	
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<p>Analyze and share data related to student progress</p>	<p>Assistant Superintendent; Principals; Teacher Teams; Staff</p>	<p>2020-2021--Creating a District Level Team for MTSS. Look at the ASPEN sheets and update. Create a school based team and include Parent Communication to access. The District Level MTSS Team will investigate individual school teams to find best practices.</p> <p>2020-2021 SGP @ 52 Early Childhood using RIDE ISS; PreSchool Teaching Strategies GOLD</p>	
<p>Continue the district curriculum plan; utilize a district curriculum committee to review draft curriculum documents</p>	<p>Assistant Superintendent; Curriculum Coordinators; Principals; Teachers</p>	<p>2020-2021 Curriculum cycle: Continue with ELA and Math per RIDE and RIGL§ 16.22.30-33 that all districts will have a high quality curriculum in ELA and Math by 2023.</p>	

<p>Assess current Career and Technical Education (CTE) offerings, the processes to sustain RIDE approval of current programs. Incorporate new pathways, such as NEIT/EB Welding program.</p>	<p>Superintendent; Assistant Superintendent; NKHS Administrators; CTE Program Director, CTE Curriculum Coordinators and Teacher Teams</p>	<p>2020-2021 NEIT/EB Welding Program</p>	
<p>Provide the leadership to support rigorous CTE programs, including business finance and engineering/robotics that includes overseeing business partnerships, internship opportunities for CTE students and vertical STEAM initiatives K-12.</p>	<p>Superintendent; Chief Operating Officer; NKHS Administrators; Curriculum Coordinators, STEAM Coordinator, Internship Coordinators, Teacher Teams</p>	<p>2020-2021-Within Pandemic parameters, continue STEAM programs.</p>	

<p>Increase access to personalized learning experiences that are experiential, blended, flexible, and differentiated</p>	<p>Assistant Superintendent; Principals; District Technology Coordinator; Teacher Teams; Staff</p>	<p>2020-2021 (annual goal) Increase participation in Advanced Placement, Advanced Coursework Network, Dual/Concurrent Enrollment, college credit bearing, internship, and Career and Tech courses</p>	
<p>Define the vision of blended learning and differentiated instruction. That when met, each child will have their needs met through whatever platform necessary: differentiated, blended, flexible or experiential</p>	<p>Assistant Superintendent; Principals; District Technology Coordinator; Teacher Teams; Staff</p>	<p>2020-2021 Task a representative committee to meet at least quarterly to define the scope of blended learning and differentiated instruction. Bring in Lexia/IXL rep to provide PD. Add Canvas to this conversation.</p>	
<p>Continue to develop a robust Preschool curriculum that aligns to the Preschool standards</p>	<p>Pre-school Staff and Administrators</p>	<p>2020-2021 Cross-grade conversations to ensure understanding and knowledge of pre-K and K. Apply to Bright Stars for a 5-star rating</p>	

<p>CS4RI across the curriculum.</p>	<p>Assistant Superintendent; Principals; District Technology Coordinator; Teacher Teams; Media specialists, Staff</p>	<p>2020-2021 CS4RI Group will continue to meet to build a curriculum from k - 12 that is vertically articulated and cost effective.</p> <p>2021 sy - add grade 2 and grade 4 to grade 3 from the sy 2020 goal.</p>	
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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
<p>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.)</p>	<p>Principals; Teachers; Staff; School Psychologists; Speech and Language Pathologists</p>	<p>2020-2021 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. Book clubs</p> <p>2020-2021 Add Chose Love - Brave New World to support all during COVID. Identified staff supporting identified students. Continue to develop the school culture and Climate Committee with YRP members.</p>	

Maintain and strengthen advisory, SEL and Directed Learning Centers (DLC) programs	Secondary/Middle/Elementary Administration; Teacher Advisors; Guidance Counselors	HS: Continue Advisory, Mindfulness meditation, Personal Learning Time (PLT) Increase Leadership Team activities in advisory MS: Continue Strong Teens, Peer Partners, Directed Learning Centers (DLC) programming, Kindness Challenge; Elementary: Elementary lunch bunches and mentoring virtually as needed through COVID. yoga enrichment, Peer Pals, Buddy Benches	
Maintain and strengthen grade-to-grade and new student transition program	Administrators; Teachers; Guidance Counselors, PTSO	2020-2021 Continue to improve transitions between schools Pre K - 12 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, 9 th grade orientation led by Leadership Academy; college credit courses.	
Continue to provide a variety of extra-curricular/co-curricular activities	PTO & PTSOs; School Improvement Teams; Principals; Teachers	2020-2021 Maintain extra curricular activities as best as we can. Virtually as needed.	
Provide in-service training for staff regarding student behavioral and mental health issues	Director of Pupil Personnel; Assistant Director of Pupil Personnel; Assistant Superintendent;	2020-2021 Seek grants through Student Assistance Counselors to continue training opportunities. Sustain Mental Health 101 to TAs and Support Staff; Suicide Prevention Training for staff and community provided virtually as appropriate.	

	Administration and Support Staff	Sustain CPI training including teachers in the de-escalation component of the trainings; SEL programming; PD organized by PPS	
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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	Continue AC at NKHS, as bonded, complete other projects. Update after SC goals for	
Purchase appropriate classroom technology for all schools	IT department	summer-Upgrade classroom computers and tech for next in line schools. Follow the tech plan 2020-2021 NKHS Perkins Funds NKHS CTE upgrades	
Focus on the safety and security needs for buildings	Superintendent; Chief Operating Officer, Director of Technology	Follow the Tech plan for safety and security (Most on hold for 2020-2021 due to Covid). Awarded \$55,000 through Take it Outside Grant - Applied for an additional \$55,000	
Implement the five-year technology strategic plan	Superintendent; Assistant Superintendent; IT Department; Chief Operating Officer; School Committee	Implement goals in updated Technology Plan 2020-2021 Year 3 Goals	
Continue to offer training in the electronic	Assistant Superintendent; Principals; District	2020-2021 Continue PD for EEM and new training for PLM	

<p>systems/portals to new staff and share updates as needed. (Frontline Employee Evaluation Management EEM and Professional Learning Management PLM, Go Guardian, ASPEN, etc.)</p>	<p>Technology Coordinator; Mentors; Teacher Teams; Staff</p>	<p>Added 2020-2021 COVID screener through Aspen, Canvas implementation end of Qtr. 1, Kami (premium version), Screencastify (premium version)</p>	
<p>Short and Long Term Pre-School Planning</p>	<p>Superintendent; Assistant Superintendent, Special Education/PPS Director; Chief Operating Officer; School Committee</p>	<p>2020-2021 Covid delayed planning last year and the district will continue planning and development of a long term plan this year as time permits.</p>	
<p>Propose a long-term plan for future utilization of school facilities</p>	<p>Superintendent; Assistant Superintendent; Chief Operating Officer; School Committee</p>	<p>2020-2021 Educational Facilities Assessment and Five-year asset plan</p>	

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 2020-2021 continue to use consultant TBD based upon budget needs in our district 2020-2021 TBD based upon Covid and our district needs	
Update parents regarding the Common Core State Standards (CCSS) and new assessments and NGSS	Assistant Superintendent; Principals; teachers	2020-2021 On schedule for State Assessments. Due to cancelled assessments sy 20 no annual presentation to the School Committee. Continue updates on the website; parental access to Google Classroom	
Increase communication regarding PTO functions district-wide Continue NK Educational Foundation (2019-2020) created to support all schools in a variety of ways through grants.	PTO; principals; IT department	2020-2021 Sustain Information provided through ASPEN emails; alternate meeting times; coordination of dates with district website calendar 2020-2021 PTO presidents continue to meet monthly 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 (on hold sy21-no field trips) Middle School PTO to work together	

<p>Create/re-establish NK PTO Meeting schedule</p>			
<p>Expand the implementation of online registration tools</p>	<p>Data Manager; Administrative Staff</p>	<p>2020-2021 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 2020-2021 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</p>	

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	Create budget for 2021-2022 Annual application for the Meritorious Budget Award Meritorious Budget for FY20 Shift of expenditures due to COVID (PPE)	
Expand collaborative partnerships with outside agencies; Expansion of the Career and Tech business partnerships	Central office administration; High School Administration and CTE leadership	2020-2021 Administration of Perkins Funding Exploring with NE Tech to continue the welding program and incorporate it into CTE robotics/engineering Assess all CTE programs	
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 Fundraising Policy - TBD (continuing from sy20) 2020-2021 PTO Funding Possible School Committee Goal NK Education Foundation	

