

North Kingstown School Department Strategic Plan

Strategic Plan (2023-2025)

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.

Values

Learning and Achievement: The North Kingstown School Department shall direct and guide site-based leadership, identify expectations and accountability for implementation of proven practices, and address barriers to implementation.

Recruit, Support and Retain Highly Effective Staff: The North Kingstown School Department shall recruit, identify, mentor, support, and retain effective staff; build the capacity to meet organizational expectations; and provide job-embedded professional development based on student need.

Guide the Implementation of Curriculum, Instruction and Assessment: The North Kingstown School Department 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 North Kingstown School Department 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 North Kingstown School Department 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 North Kingstown School Department 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 North Kingstown School Department 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.

Theory of Action

If LEA...

builds an effective plan that aligns with identified needs, aims to improve student outcomes, and is communicated broadly with the learning community

Then LEA can...

ensure that there is a shared ownership of the plan among all stakeholders

So that...

the student-centered goals identified in the plan are met.

Needs Assessment

The needs of the North Kingstown School Department have been identified through a thorough process, including analysis of pertinent data, and stakeholder feedback. Priorities were determined based on this work. A team of stakeholders was invited to view the plan in its draft form, and offer feedback on its content. The stakeholder group included administrators, teachers, staff members, parents, community partners, and members of the school committee. The feedback was helpful in determining

adjustments to some initiatives and action steps. The feedback from stakeholders confirmed, however, the direction of our plan in terms of priorities and goals. A summary of our findings is below.

A review of the North Kingstown data indicates that we have a need to improve student achievement and growth in the areas of ELA and math. According to the district Accountability Report, North Kingstown has earned 2 out of 4 points in Achievement for both ELA and math. Our district also earned 2 points in the area of Growth for ELA and math. This justifies the need for a close focus on improving achievement in both of these areas. There is also a need to focus on closing achievement gaps. Right now, our students with disabilities are performing far behind their peers, thus illustrating the need to focus on improving their performance. In ELA, students with disabilities 23% of students with disabilities are performing at a proficient level. This is compared with 67% of all students. In math, the proficiency rate for students with disabilities is 26%, while their peers are at 65%. Our goal is to accelerate the growth of our students with disabilities, and in doing so, close the gap that exists between them and their peers. Concern also exists for our Economically Disadvantaged students in the area of Graduation Rate. In this case, our Economically Disadvantaged students graduate at a 68% rate, while our whole student population is at 91%. This gap is alarming and must be closed.

North Kingstown also needs to demonstrate growth in the area of English Language Proficiency (ELP). Currently, North Kingstown has earned 1 point (out of a possible 4) on the ELP rating. This score reflects the degree to which our MLL students are making adequate growth towards reaching English Language Proficiency. Our rating now stands at 52%, which is far too low, and thus only earns one point on the scale. As a goal we will be targeting a 10% improvement in this area, which will bring us up to two points.

Social-emotional learning is also an area that we feel is in need of attention. In recent years, students have been subjected to significant unavoidable changes to their lives and routines. These realities have elevated the need for schools to intentionally and effectively support students' social and emotional health. There is a clear need to enhance building-level systems that target areas of improvement in terms of school climate and culture, as well as student social-emotional health.

In addition, the district is committed to an effort to identify a new Vision of the Graduate. This work will drive professional learning and systems-change in all grades k-12. It is our goal to establish a team of educators, families, students and community partners to engage in discussions about the essential knowledge and skills that our future graduates must demonstrate in order to demonstrate readiness for college and career.

Finally, our district has significant needs in terms of facilities. We have begun the process of updating the Capital Improvement Plan in order to accurately identify the most important needs we have for school buildings. We are also in the process of collaborating with town and community partners to secure the funds needed to upgrade our middle school facility. Finally, we are looking at ways to make our current buildings more efficient, both financially, and in terms of the use of space to fit the needs of our students. This includes a review of the current location of administrative offices, the potential refurbishment of school building to accommodate career-based learning, and the assessment of our local clinical day program for alignment with student need and educational best practice.

Priority 1: Improving Student Academic Outcomes

North Kingstown students will demonstrate sustained improved achievement in the area of English Language Arts, math and science as measured by relevant testing data.

North Kingstown will also demonstrate sustained improvement on low performing subgroups identified on the District Report Card, specifically English Language Proficiency rates, Students with Disabilities academic performance and growth, and Economically Disadvantaged Students' graduation rate.

Measurable Goals

Goal #1 - North Kingstown students will demonstrate improvement on their achievement in the area of English Language Arts, as measured by relevant proficiency tests (RICAS, PSAT, SAT, NGSA), by at least 6-8% over the course of three years (by school year 2026).

In English Language Arts, NK students will demonstrate improvement as follows:

RICAS- from 54.1% to 62% with a 2-3% increase each year

PSAT- from 79.4% to 85% with a 2-3% increase each year

SAT- from 78.3% to 84% with a 2-3% increase each year

Initiative 1: ELA/Literacy Support- Writing

We will examine student performance data in ELA and develop strategies to implement writing instruction that is targeted on student growth.

Action Step	Complete-Date
Explore options for district-wide writing professional development.	09/30/2024
Develop protocols to examine current writing practices across grade levels/subject areas.	09/30/2024
Analyze district-wide data in the area of writing, including subgroups, so that teachers can determine appropriate steps.	09/30/2024
At the elementary and secondary levels, identify writing goals and strategies for the 2024-2025 school year.	09/30/2024
Elementary principals will lead building-level PD focused on student writing practices and systems.	09/30/2024

Goal #2 - North Kingstown students will demonstrate improvement on their achievement in the area of math, as measured by relevant proficiency tests (RICAS, PSAT, SAT, NGSA), by at least 6-8% over the course of three years (by school year 2026).

In math, NK students will demonstrate improvement as follows:

RICAS- from 55% to 63% with a 2-3% increase each year

PSAT- from 52.2% to 60% with a 2-3% increase each year

SAT- from 50.5% to 58% with a 2-3% increase each year

Initiative 1: Math Data Analysis- Secondary	
<i>Secondary (grade 6-12) math teachers will participate in a targeted data analysis with the goal of understanding specific areas of need in terms of curriculum and instruction, and developing strategies to target those needs.</i>	
Action Step	Complete-Date
Use professional development time to examine recent PSAT, SAT results and identify targeted steps to improve student performance.	09/30/2024

Goal #3 - North Kingstown students will demonstrate improvement on their achievement

in the area of science, as measured by relevant proficiency tests (RICAS, PSAT, SAT, NGSA), by at least 6-8% over the course of three years (by school year 2026).

In Science, NK students will demonstrate improvement as follows:

NGSA Grade 5- from 52.7% to 60% with a 2-3% increase each year

NGSA Grade 8- from 49.6% to 57% with a 2-3% increase each year

NGSA Grade 11- from 55.3% to 63% with a 2-3% increase each year

Initiative 1: Science Data Analysis	
<i>Science teachers at the secondary level (grades 6-12) will examine the most recent NGSA testing data, identify gaps and develop strategies to improve student performance.</i>	
Action Step	Complete-Date
Teachers will examine achievement data, identify areas of need, and design and implement strategies to improve student performance.	09/30/2024

Goal #4 - In the 2023-2024 school year, Multi-Lingual Learners (MLLs) will improve by a 3-4% rate in English Language Proficiency (ELP), bringing our total to 55% or higher.

In the 2024-2025 school year, Multi-Lingual Learners (MLLs) will improve by a 3-4% rate in English Language Proficiency (ELP), bringing our total to 58% or higher.

In the 2025-2026 school year, Multi-Lingual Learners (MLLs) will improve by a 3-4% rate in English Language Proficiency (ELP), bringing our total to 61% or higher.

Initiative 1: Targeted Data Analysis- Multi-Lingual Learners and ELP
<i>Our Multi-Lingual Learning (MLL) specialists will engage in a targeted data analysis of all MLL students in the district. Based on this analysis, they will determine goals and action steps in order to meet the identified English Language Proficiency targets for their students.</i>

Action Step

Complete-Date

MLL teachers will create data sets that display the current level of performance of their students on the English Language Proficiency test. Teachers will use this data to set goals, determine priorities, and implement strategies.

12/31/2024

Priority 2: Closing Academic Gaps

North Kingstown has a demonstrated need to close achievement gaps. Right now, our students with disabilities are performing far behind their peers, thus illustrating the need to focus on improving their performance. In ELA, 23% of students with disabilities are performing at a proficient level. This is compared with 67% of all students. In math, the proficiency rate for students with disabilities is 26%, while their peers are at 65%. Concern also exists for our Economically Disadvantaged students in the area of Graduation Rate. In this case, our Economically Disadvantaged students graduate at a 68% rate, while our whole student population is at 91%. In each case, we will set our yearly improvement goals at 4-5% minimum, which will effectively close the gap between these student subgroups and their peers. North Kingstown also needs to demonstrate growth in the area of English Language Proficiency (ELP). Currently, North Kingstown has earned 1 point (out of a possible 4) on the ELP rating. This score reflects the degree to which our MLL students are making adequate growth towards reaching English Language Proficiency. Our rating now stands at 52%, which is too low, and thus only earns one point on the scale. As a goal we will be targeting a 9-12% improvement in this area within 3 years.

Measurable Goals

Goal #1 - In the 2023-2024 school year, Students with Disabilities will improve by a 4-5% rate in English Language Arts, bringing our total to 27% or higher.

In the 2024-2025 school year, Students with Disabilities will improve by a 4-5% rate in English Language Arts, bringing our total to 31% or higher.

In the 2025-2026 school year, Students with Disabilities will improve by a 4-5% rate in English Language Arts bringing our total to 35% or higher.

Initiative 1: Targeted Data Analysis- Students with Disabilities ELA

Special educators, across all grade levels, will participate in targeted data analysis of the performance of students with disabilities in ELA.

Action Step	Complete-Date
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Special educators across all grade levels will engage in data analysis of students with disabilities' performance on relevant ELA proficiency tests, and will identify strategies to target their learning gaps.	12/31/2024
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Goal #2 - In the 2023-2024 school year, Students with Disabilities will improve by a 4-5% rate in math, bringing our total to 30% or higher.

In the 2024-2025 school year, Students with Disabilities will improve by a 4-5% rate in math, bringing our total to 34% or higher.

In the 2025-2026 school year, Students with Disabilities will improve by a 4-5% rate in math bringing our total to 38% or higher.

Initiative 1: Targeted Data Analysis- Students with Disabilities Math

Special educators, across all grade levels, will participate in targeted data analysis of the performance of students with disabilities in math.

Action Step	Complete-Date
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Special educators across all grade levels will engage in data analysis of students with disabilities' performance on relevant math proficiency tests, and will identify strategies to target their learning gaps.	12/31/2024
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Goal #3 - In the 2023-2024 school year, Economically Disadvantaged Students will improve by 3% in Graduation Rate, bringing our total to 71% or higher.

In the 2024-2025 school year, Economically Disadvantaged Students will improve by 3% in Graduation Rate, bringing our total to 74% or higher.

In the 2025-2026 school year, Economically Disadvantaged Students will improve by 3% in Graduation Rate, bringing our total to 77% or higher.

Initiative 1: Targeted Data Analysis- Graduation Rate

Data collection will take place for the purpose of identifying students who are potentially at risk for graduation, with a particular focus on students who are economically disadvantaged.

Action Step

Complete-Date

Building leaders, at both the middle and high school level, will analyze data indicators that often predict graduation risks, and design strategies to address those risks, specifically for economically disadvantaged students.

09/30/2024

Priority 3: Safe and Supportive Schools

North Kingstown students will learn in an environment that is safe and supportive, and where they feel that they are welcomed and respected as individuals.

Measurable Goals

Goal #1 - North Kingstown students will feel connected to their school, as evidenced by 9% increase in Social-Emotional Learning favorability results on the SurveyWorks survey by the end of SY 2026.

Initiative 1: Staff Wellness

District and building-level leadership will collaborate with staff to maintain a positive working culture throughout the district.

Action Step

Complete-Date

Establish practices that encourage respectful communication and collaboration between administration and staff.

11/30/2023

Initiative 2: Diversity, Equity and Inclusion

North Kingstown schools will establish a clear vision and will take explicit actions to close equity gaps, and to improve outcomes and experiences for students from

marginalized groups, as well as differently-abled students.

Action Step	Complete-Date
Create an NKSD Equity Vision Statement that reflects the shared goals and beliefs with regard to equity in North Kingstown.	09/09/2024
To address the monitoring of discipline data, solicit student input about the current discipline system, and review and revise discipline practices from an equity lens.	09/09/2024

Initiative 3: Continuum of Social-Emotional Learning Supports

North Kingstown will develop a continuum of social-emotional supports for all students in grades pre-k through 12. This continuum will function as a system of progressive interventions that explicitly target gaps that are impacting academic performance and/or emotional well-being.

Action Step	Complete-Date
We will identify and assess the current systems of social-emotional support for students across schools and grade levels, both within the school day and through extracurricular opportunities.	09/09/2024
We will explore digital systems for the purpose of creating a shared platform to collect and analyze data related to student connectedness and belonging at school.	02/28/2024
At each building level, school leaders will identify SEL priority needs, based on data. Once identified, building-level teams will set goals and enact programs/initiatives that align to the goals.	09/09/2024
District and building administrators will collaborate for the purpose of identifying and implementing strategies aimed at incorporating more student voice into the decision-making process.	09/09/2024

Goal #2 - Chronic absenteeism throughout the district currently stands at 16.7%. Our goal is to see a 2-3% improvement each year, so that by SY 2026 our rate is at

11% or lower.

Initiative 1: Attendance Data Analysis

Building Principals will, with the support of district-level administrators, conduct a review of current rates of chronic absenteeism, and determine appropriate steps to intervene and make improvements.

Action Step

Complete-Date

Building-based student attendance teams will be formed, and will meet regularly to analyze student attendance data. They will use this data to inform their practice and to implement appropriate progressive interventions to address chronic absenteeism.

09/30/2024

Priority 4: Vision of the Graduate

The North Kingstown School Department will develop a Vision of the Graduate that will drive future initiatives from grades k-12.

Measurable Goals

Goal #1 - The North Kingstown School Department will establish a Vision of the Graduate that drives student-centered decision-making at all grade levels. North Kingstown does not currently have a Vision of the Graduate.

By the end of the school year 2023-2024 North Kingstown will have established a Vision of the Graduate, including an identification of the core essential skills for all students.

By the end of the school year 2024-2025 North Kingstown will have established learning progressions for all grade levels that clearly align with the identified essential skills.

By the end of the school year 2025-2026 North Kingstown will have aligned all performance assessments throughout the district to the established Vision and the essential skills.

Initiative 1: Consultation Partnership

North Kingstown will establish a partnership with a consultation group that specializes in leading Vision of the Graduate work.

Action Step

Complete-Date

Establish partnership with group that specializes in this work and establish a partnership agreement.

09/08/2023

Initiative 2: Establishment of Vision of the Graduate

We will establish a group of educators, school committee, families, students, and community stakeholders whose task will be to draft a Vision of the Graduate.

Action Step

Complete-Date

We will identify a representative team to establish the Vision of the Graduate.

11/14/2023

The Vision of the Graduate Design Team will establish a new Vision of the Graduate for North Kingstown, with identified essential skills for all students.

10/01/2024

Initiative 3: Learning Progressions and Performance Assessments

We will establish a group of k-12 educators to establish district-wide learning progressions that are aligned to the Vision of the Graduate. We will also review our current performance assessments and ensure their alignment to the Vision of the Graduate.

Action Step

Complete-Date

Identify teacher leaders to work with their teams to establish learning progressions and align performance assessments to Vision of the Graduate.

09/12/2025

Priority 5: School Facilities

North Kingstown will upgrade its facilities in order to better support student learning and engagement.

Measurable Goals

Goal #1 - North Kingstown will determine a comprehensive vision for school facility upgrades that aligns with our vision for student learning. By June 30, 2027, the school department will complete the identified projects in the Capital Improvement Plan staying within an estimated budget of \$200,000,000.

Initiative 1: Submittal of Stage II application and approval by Elementary and Secondary Education Council

We will take the necessary steps in order to secure Stage 2 approval for our project.

Action Step	Complete-Date
We will work with our Architect & Engineering Firm, OPEM, Building sub-committee and community to identify our vision and create a design for our new middle school.	10/31/2023
Through our school building sub-committee and project team we will identify a site, complete all necessary environmental studies and prep work to confirm site development for a new middle school.	11/01/2023
We will provide opportunities for the NK community to be involved in providing feedback and gaining information about the school department's middle school plans. (Public Forums, building committee meetings, school committee meetings, building tours, videos, FAQ, and resources on our website and social media)	11/01/2023
In collaboration with our project team we will identify all aspects of the Stage II application to ensure it is completed and submitted by Feb 15, 2024	02/15/2024
If Stage II application is approved by the Elementary and Secondary Education Council we will initiate the process for bids to make recommendations to the school committee for qualified contractors/ vendors.	07/31/2024
Qualified contractors to be hired and approved by the North Kingstown School Department by June of each school year to begin selected capital improvement projects for summer	06/30/2026

construction.

Administration will review projects through completion and report out to the School Committee and school community regarding progress updates.	06/30/2026
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Review of budget and projection completion to plan for future years' CIP projects.	06/30/2026
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Initiative 2: Capital Project Development and Prioritization

We will identify the needs and priorities for our Capital Improvement Plan, seek feedback from stakeholders, and finalize the list by need and cost.

Action Step	Complete-Date
We will use the recent Facility Assessment report to create a list of capital improvements, determine cost projections and rank needs to share with the school building sub-committee.	09/30/2023
School Building sub-committee will review draft of capital improvment needs to prioritize needs across the district to submit to the school committee for the FY 25 budget.	11/11/2023
Proposed capital improvement plan will be presented to the school committee and town asset management committee.	12/30/2023
Capital Improvement Plan will be submitted to RIDE with Stage II application.	02/15/2024

Initiative 3: Vision of School Facilities for 21st Century Learning

Specifically, we will develop a comprehensive plan to identify a vision, goals, and gaps that currently exist. We will bring together community partners to build support for our goals and vision. In the school year 2023-2024 we will establish a definitive plan to ensure that all middle school students in North Kingstown have access to a school facility that aligns with the district's vision for learning, and accommodates their academic and social-emotional needs.

Action Step	Complete-Date
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The School Building Sub-Committee will meet to review facility assessments to determine needs across the district. 09/01/2023

Leadership will collaborate with School Building Sub-Committee to create a vision for the district facilities in relation to providing 21st century learning environments for all students. 09/16/2023

Vision statement will be used to focus the school building sub-committee on prioritizing facility needs across the district. 10/01/2023