OFFICE OF THE SUPERINTENDENT OF SCHOOLS
106 Hancock Road
Peterborough, New Hampshire

CONTOOCOOK VALLEY SCHOOL BOARD

School Board Work Session

NO PUBLIC PARTICIPATION

SAU Office
Saturday, May 6, 2017
8:30 a.m.-12:00 p.m.

Minutes

BOARD
Rich Cahoon, Richard Dunning,
Bernd Foecking, Jim Fredrickson,
Tom Kelly, Janine Lesser,
David Martz, Stephan Morrissey,
Linda Quintanilha, Kristen Reilly,
Crista Salamy, Myron Steere

ADMINISTRATION
Kimberly Saunders, Supt.
Dr. Ann Forrest, Asst. Supt.
Tim Markley, Human Resources
Tim Grossi, Facilities
Brian Grattan, Technology
Cari Coates, Student Services

8:30 – 9:30 Light Breakfast
Strategic Plan Update

Kimberly Saunders said that today is the first step at goal setting for 2017/2018 and situating the Strategic Plan in the larger picture of goal setting. It is about the health and safety of our students and staff, institutional reputation, and our financial solvency.
We have had six crises; we lost a recent graduate, Greenfield Elementary School crisis, departure of high school principal, our Business Administrator is out, Director of Student Services left during course of school year, and we lost a staff member. In light of those things, what kind of progress did we make? What has been accomplished in Goal 1 was shared. In addition, changes in the teacher evaluation process, implementation of schoolwide Title I, and implementation of 1:1 learning environments have been accomplished but not included in the Strategic Plan.
Recommended Date Changes were shared (See attached "Strategic Plan Discussion" PowerPoint).
Stephan Morrissey moved to accept the revision dates. Dick Dunning second. Unanimous.
Goal 1.1.1 has an extended date by one year (OGAP). This had been discussed at the Education Committee and Strategic Plan Committee.
Dick Dunning moved to accept the date change for Math by one year. Stephan Morrissey second. Unanimous.
Rich Cahoon exited the meeting.

Goal 2 involves keeping students highly engaged in their own learning. It supports a high-achieving culture where all feel highly engaged, valued, and included.
Accomplishments in Goal 2 were reviewed.
Recommended Date Changes to Goal 2 were shared.
Kimberly Saunders noted the clarity needed for both 2.6.1 and 2.6.3. Absent being part of the development of the Strategic Plan, she is unsure what is being asked.
Stephan Morrissey moved pursuing a 501-3C. This would wait until Marian returns. David Martz second.
Bernd Foecking asked if this would change the way that the SAU would operate. The dollars would have to be overseen by a body. The board function cannot change as it is outlined by law.

Board members cannot serve as it would be a conflict of interest. Attorneys would be worked with. **Unanimous.**
Date Changes:
2.21 – **David Martz moved to accept the date change. Stephan Morrissey second. Unanimous**.
2.1.7 – **Stephan Morrissey moved to accept the date change. David Martz second. Unanimous.**
2.4.1 – We have a large presence in the community with Children and the Arts Day. In addition, individual schools already host school science and other events.
David Martz suggested that this goal has already been met; it is ongoing and has the potential to change.
David Martz moved to change the wording to "will maintain". Seconded. Unanimous.
2.5.2 – This will move to Communication Committee for a recommendation. Agreed.
2.6.1 – Crista Salamy said that the School Board should be orchestrating and accomplishing this goal; it is not the work of the SAU.
Stephan Morrissey moved that it be completed as of 6/30/2017 and that future surveys come to the board. "as deemed necessary" would be added.
David Martz moved that the school district will conduct a survey of the stakeholders as necessary. Removing Technology and Leadership as those responsible. The 6/30/17 completion date will be used. The timeline should be listed as "ongoing".
Second. Unanimous.

Goal 3 - developing an organizational structure to ensure that all students receive the most equitable high-quality resources and opportunities available.
Recommended date changes were shared.
3.1.3 – **Stephan Martz moved to accept the date change. David Martz second. Unanimous.**
3.3.5 – Suggested completion date is 2021. We will not be ready to implement any change, unless small, by 2018. It would be an incredible hardship for our families.
Stephan Morrissey moved to accept the date change. David Martz second. Unanimous.
3.5.1, 3.5.2, 3.5.3 – **Stephan Morrissey moved to change the date to August 2021. David Martz second. Unanimous.**
3.6.2, 3.6.3, 3.6.4 – Bond related. This will be deferred to Budget & Property Committee.
3.1.2 has a typo on end date; change 2011 to "ongoing".

Goal 4 – Recognizes maintaining high-quality learning environments to ensure student success.
No recommendations for date changes.
Regular updates as needed will be shared.
David Martz exited the meeting at 10:20 a.m.
Rich Cahoon returned at 10:20 a.m.

9:30 –12:00 Six Sigma

We are embarking on consideration of configuration models. The hours invested in this work are significant. If the board determines that there is not the political will to make significant alterations or changes, Kimberly Saunders suggested that administrators not continue the depth of this work and the hours required to do so.

Jim Fredrickson shared an example of Six Sigma to build a "house of quality" for Strategic Plan Assessment (see attached ConVal Strategic Plan Six Sigma). He walked through the process step-by-step:

Today's Objective –
Define Customer Requirements (CTQ's (critical to quality))
Rate Relative Importance of CTQ's
Identify Functional Requirements (the how's)
Relationship Matrix
Competitor Rating (for Status Quo)

Four categories for consideration:

1. Status quo
2. Change financial formula
3. Consolidation model options
4. Configuration model options

Important factors captured from the board included:

- Efficiency
- Reduction of budget
- Educational benefit
- Math scores
- Equitable resources
- Equity vs. equality
- Code requirements
- Innovative
- More elementary programs
- World language K-12
- Class size less than 20
- Teacher/student ratio
- Universal Pre-K
- More running start
- Transportation/bus time
- K-4 bus time less than 30 minutes
- Healthy food choices
- Easily accessible social network
- Evidence based curriculum
- Social/emotional programming
- Individualized plans for all students
- Support for teachers
- Retaining quality personnel
- Consolidated elementary
- More physical education time at elementary
- Equal teacher planning time across the district
- Model must be relative or correlated to declining enrollment
- A system/structure to support improved teacher quality
- Long-term planning for the future
- Decision needs to be value driven
- Enhance collaborative relationships
- Non-traditional choices for parents; innovative ideas (all kids should have access) All means all.
- Grade span of 5 grades or less
- Does not result in towns leaving the district
- ATC Programs that result in high yield career paths
- Reduce district by 2 towns
- Plan for narrowing wealth/opportunity gaps
- No elementary students on bus after dark
- ACES – sensitive
- Recess
- Consider what is best for student's first
- Streamline/Simplify Teacher Evaluation
- Promote "all means all"
- Cannot exacerbate socio-economic sorting
- Promote commitment ConVal – i.e. adult education programs

- Attention to enrichment for high achieving students
- Community integration i.e. students in the community and bringing the community into schools. (Tapping into resources)
- Drug and alcohol reputation
- Clear vision, mission, and core values
- Full-community buy in i.e. towns should change policies on affordable housing etc.
- Address what is found in equity audits
- Change to status quo must be worthy of the disruption to change i.e. it must be worth it

The next step is boiling this down into something manageable.
Groupings come out of the above.
Categories would/might include: Academics, services, transportation, community, health/safety, equity

Next steps were outlined. Decide what is important and how it will be measured.
Definition of the functional requirements is needed. i.e. what does "X" look like.

The transportation category was rated: (non-negotiables)
K-8 and 5-12 okay (no elementary with high school)
Routes no longer than currently running
K-4 daylight only
Must offer transportation to all

The Health & Safety category was rated: (non-negotiables)
No "non-starters" were cited.

The Community category was rated: (non-negotiables)
Make a commitment to a nine town district model.

The Curriculum and Services category was rated: (non-negotiables)
No increased tracking or segregating of students.
No three grade classrooms.

The Equity category was rated: (non-negotiables)
No exacerbation of present equity gaps or create new ones.
Recognition clause of CVEA cannot diminish
Other:
Rich Cahoon reported that SB101 allows sophomores to take CTE courses (currently limited to juniors +) and enhances running start and funds participation fee from state funding. It would allow our students to take STEM courses at no cost for college credit.
Stephan Morrissey moved. Dick Dunning second. Unanimous.
Linda Quintanilha will meet in Concord on the district boards behalf.

- **Non-Public Session: RSA 91-A:3,II (if needed)**
  a. Personnel
  b. Negotiations

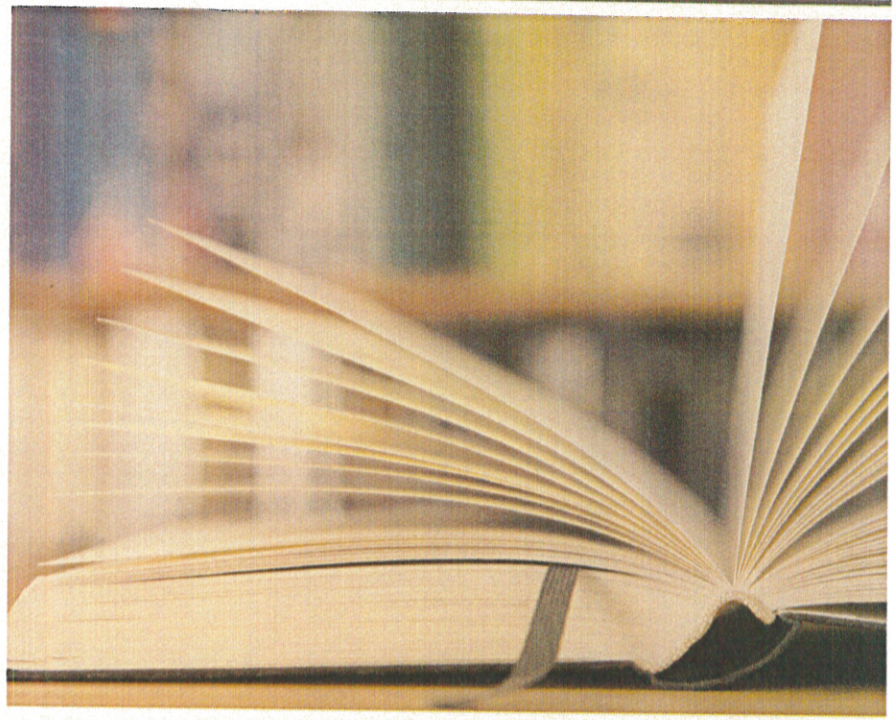
Stephan Morrissey motioned to adjourn at 12:14 p.m. Second. Unanimous.

Respectfully submitted,

Brenda Marschok

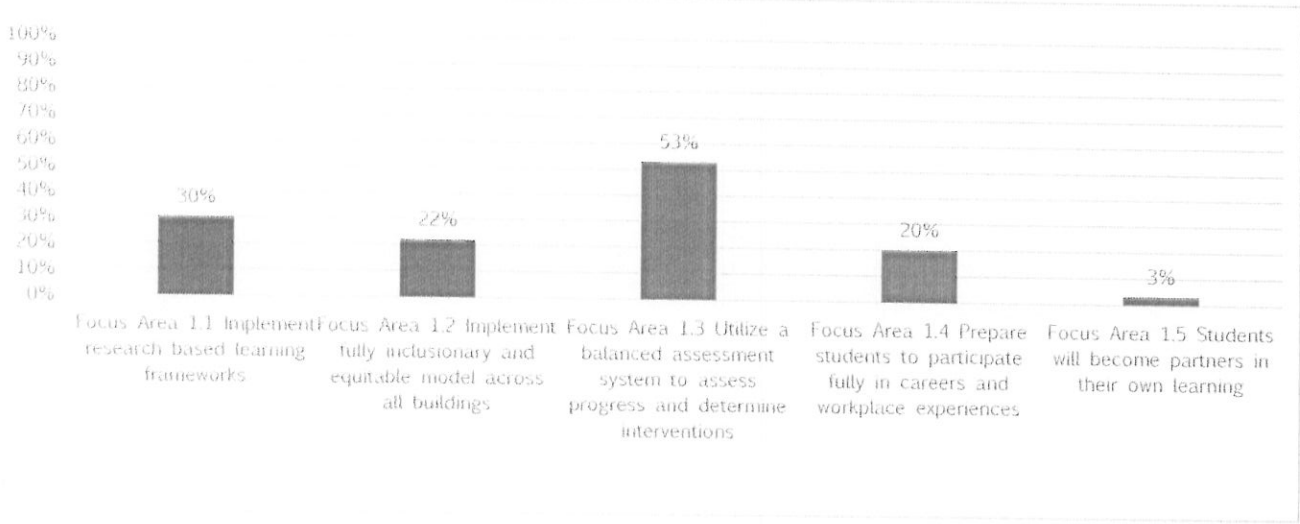
STRATEGIC PLAN DISCUSSION

May 6, 2017



Goal 1

- Goal 1: Recognizing that the primary mission of the ConVal Regional School District is student learning, the ConVal Regional School District will provide high quality educational opportunities for all students that foster academic growth, the acquisition of identified critical skills, and the development of dispositions that lead to success in higher education and the workplace.



Accomplishments

- Implement SRSD at all school levels
- Complete SWIFT application
- Work with DOE to become a PACE district - Application submitted
- Development of Balanced Assessment Framework
- Beginning of Curriculum Review
- *Implementation of Schoolwide Title I at AES, BES, and PES.*
- *Changes in the Teacher Evaluation Process*
- *Implementation of 1:1 Learning Environments*

Recommended Date Changes

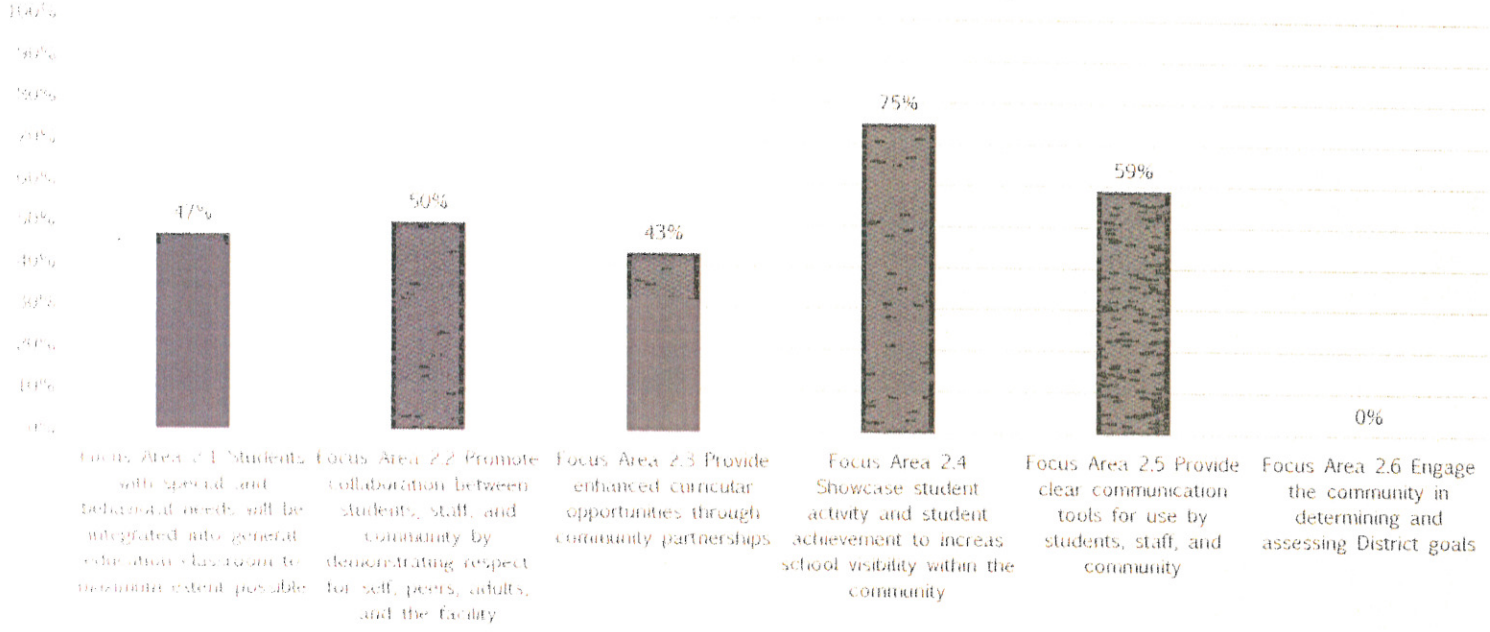
- 1.1.4 Original Date 9/1/2016 - 6/29/2018
  - Proposed Revised Date: 9/1/2017-6/30/2019
  - The shift is due to this year's focus on Math and ELA\

- 1.2.5 Original Date 9/1/2015 - 6/29/2017
  - Proposed Revised Date: 9/1/2016-6/30/2020
  - Looking for greater clarity on this action step. I identified the 2020 end date based on the evaluation criteria focusing on closing achievement gaps. The Indicator of Success focuses on 90% of students will either receive instruction from a regular education teacher or in a co-taught class.

- 1.3.4 Original Date 7/1/2016 - 4/1/2017
  - Proposed Revised Date: 7/1/2016 - 8/31/2017
  - The shift is due to needing the summer to get things onto the website.

Goal 2

- Goal 2: Recognizing the importance of maintaining a strong, supportive culture among students, staff, families, and fellow ConVal citizens, the ConVal Regional School District will work with these groups to foster a responsive, caring, and high-achieving culture where all feel highly engaged, valued, and included.



Accomplishments

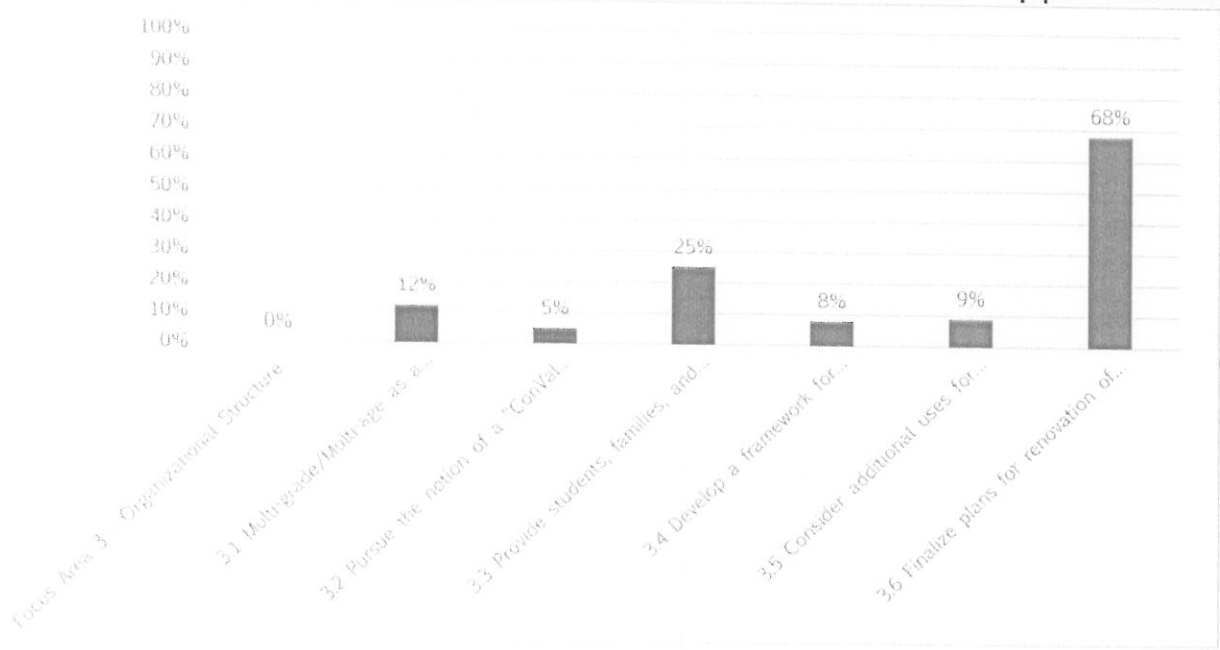
- Partnerships with behavioral health and substance abuse task force
- Expanded Partnerships with Harris Center, Cornucopia and ConVal Youth Sports
- SWIFT application and implementation of FIA and FIT practices
- Beginning practice of ongoing recognition of students and staff at District and School levels
- Expansion of summer opportunities at middle and high school levels
- New website
- Increased visibility in local print media
- Post articulated planning and budget documents on website

Recommended Date Changes

- 2.2.1 Original Date 9/1/2016 - 6/30/2017
  - Proposed Revised Date: 9/1/2017-6/30/2018
  - Need additional time to develop clearer implementation plan and clarity around why just grade 7.
- 2.1.7 Original Date 9/1/2015 - 9/30/2015
  - Proposed Revised Date: 6/30/2020
  - This is an ongoing action step, while each school does this we will be formalizing a standardized structure
- 2.4.1 Original Date 4/4/2016 – 6/28/2016
  - Proposed Revised Date: 6/30/2018
  - Multiple events, including an Art Events do/have occurred, looking to expand this practice
- 2.5.2 Original Date 4/4/2016 – 6/28/2016
  - Proposed Revised Date: 12/30/2017
  - Increased social media presence, want to think about expanding.
- 2.6.1 Original Date 4/3/2017 – 6/28/2017
  - Proposed Revised Date: ?????
  - Need clarity around the expectation and desired outcome
- 2.6.3 Original Date 6/1/2016-6/27/2016
  - Proposed Revised Date: ?????
  - Need clarity around the expectation and desired outcome

Goal 3

- Goal 3: Recognizing the importance of aligning our schools and staffing with the current best practices, demographic realities, and geographic challenges, the ConVal Regional School District will develop an organizational structure to ensure that all students receive the most equitable high- quality resources and opportunities available.



Accomplishments

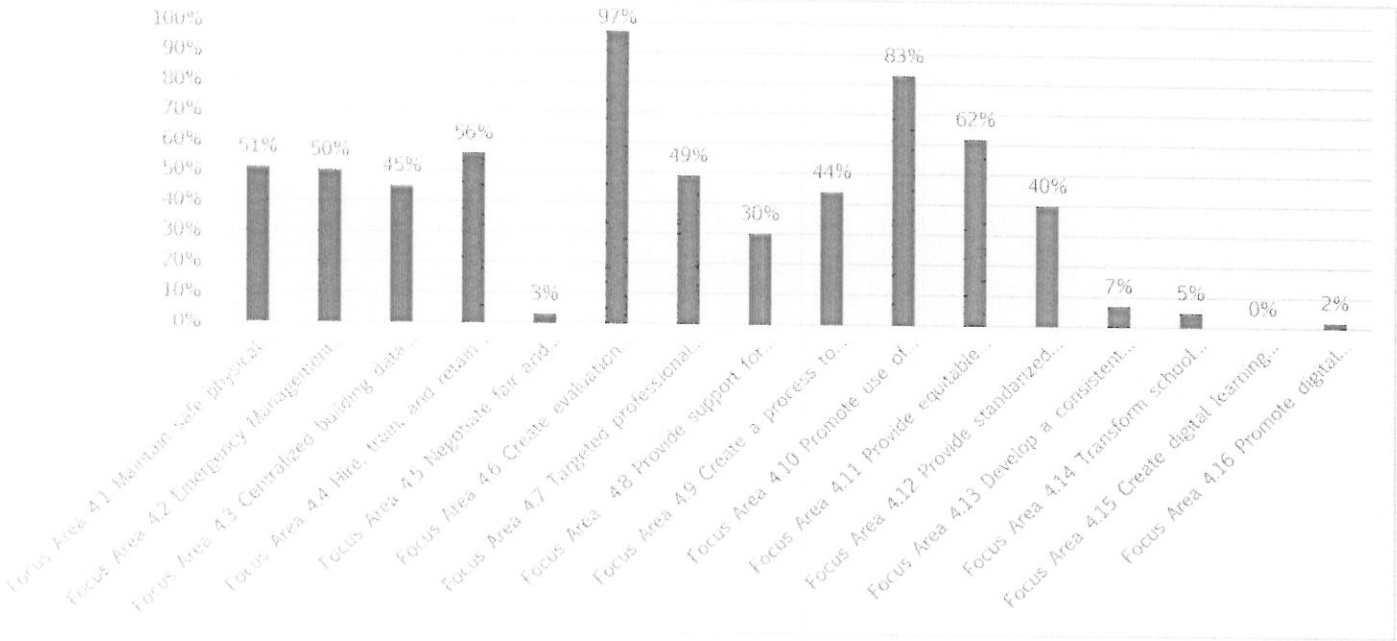
- Draft Framework for Consideration of Configuration
- Financial Study
- Multi-age Bibliography
- *Equity Audit*

Recommended Date Changes

- 3.1.3 Original Date 11/16/2016- 1/30/2017
  - Proposed Revised Date: 12/31/2018
  - To follow results of equity audit and configuration discussions
- 3.3.5 Original Date 8/2018
  - Proposed Revised Date: ??????
  - Will need more discussion
- 3.5.1., 3.5.2, 3.5.3 Original Dates 10/3/2016-12/22-2016
  - Proposed Revised Date: ?????
  - Needs to be directly co-related to discussion of configuration
- 3.6.2. 3.6.3. 3.6.4 (Bond) Original Date 3/31/2017
  - Proposed Revised Date: ??????
  - Significant Discussions occurring within B and P

Goal 4

- Goal 4: Recognizing that maintaining high-quality learning environments and highly competent staffing is necessary to ensure student success, the ConVal Regional School District will effectively research, plan, and implement best practices around facilities, personnel, leadership, and technology.



Accomplishments

- Evaluation models updated and implementation begun
- Targeted PD
- Technology Access
- Building Security
- Streamline hiring process
- Job descriptions inventoried, process for review determined
- *1-1 infrastructure ready to go*

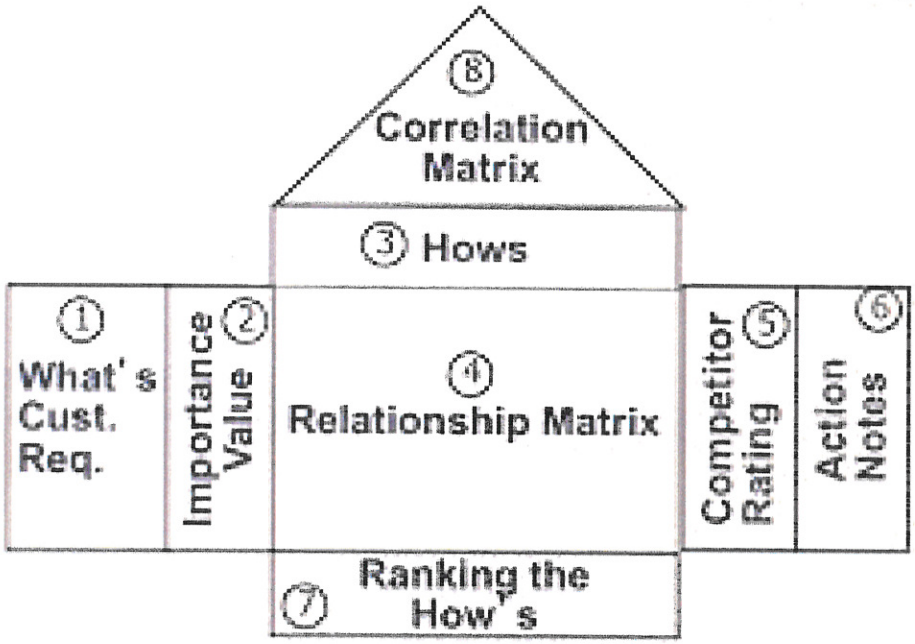
Recommended Date Changes

- No recommended date changes at this time

CONVAL Strategic Plan

Six Sigma

QFD Matrix = House of Quality



Todays Objective – House of Quality for Strategic Plan Assessment

Define Customer Requirements (CTQ's)

1st & Most Important Step

Rate Relative Importance of CTQ's

Identify Functional Requirements (Hows)

Relationship Matrix

Competitor Rating (for Status Quo)

Goal: Tool to assist in assessment of various Strategic Plan options under consideration

	Feature A	Feature B	Feature C
Plant Performance			
Output	H	H	L
Efficiency	M	M	H
Operating Cycle	L	L	L
Operation & Maintenance			
Operating cost			
Fuel	M	M	H
Personnel	L	L	L
Maintenance Costs			
Repairs	H	L	L
Parts	L	H	L
Services	L	L	L
Personnel	L	L	L
Power Sale Agreement			
Contract			
Daily market			
Emissions			
Compliance		L	
Restrictions	H	L	
Trading	L	H	
Other			
Management Objectives			
Culture			

Power Plant CTQ's

Product Development

- Rank new product introduction ideas (development funding)
- Product specification – engineering
- Product commercialization

Value Delivery Mechanism

- Sales Tool for complex coal fired utility boiler combustion optimization system
- Interview key plant personnel
- Relate products and features to specific plant CTQ's

Customer CTQ's - 1st & Most Important Step

- 1) List all CTQ's associated with CONVAL Strategic Plan Options
  - Group brainstorming activity
  - Consider all interested parties (parents, students, community, taxpayers, staff, board)
  - There are no bad ideas…this is not the time to eliminate any…capture all of them
- 2) Group related CTQs
  - Review "strawman" titles for groups…..any additions or modificaions?
  - Associate each CTQ with appropriate group
- 3) Form "constituent teams" to rate relative importance
  - Assume perspective of your assigned constituent
- 4) Compare Importance ratings from constituent teams

Functional Requirements (Hows)

- 1) Identify all measurable characteristics related to CTQ's
  - Group activity
  - Consider all interested parties (parents, students, community, taxpayers, staff, board)
  - There are no bad ideas…this is not the time to eliminate any…capture all of them
- 2) Group related Functional Requirements
  - Review "strawman" titles for groups…..any additions or modifications?
  - Associate each requirement with appropriate group
- 3) Consider how each requirement will be measured
- 4) Define desired direction/improvement, target value (time permitting)

Relationship Matrix & Status Quo

- 1) Define level of inter-relationship for each combination of CTQ and technical requirement
  - Group activity….voice vote
  - Assign High (9), Medium (3), Low (1), or None (0)

- 2) Rank the Status Quo versus CTQ Importance

House of Quality (QFD) Tutorial

http://www.qfdonline.com/qfd-tutorials/house-of-quality-tutorial/

Title: CONVAL High Schools Renovation

Author:

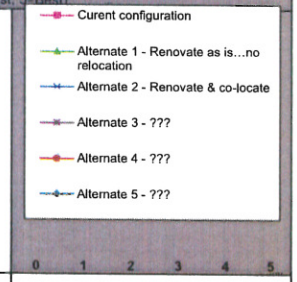
Date:

Notes:

Legend		
⊙	Strong Relationship	9
O	Moderate Relationship	3
▲	Weak Relationship	1
++	Strong Positive Correlation	
+	Positive Correlation	
—	Negative Correlation	
▼	Strong Negative Correlation	
▼	Objective Is To Minimize	
▲	Objective Is To Maximize	
X	Objective Is To Hit Target	

Row #	Max Relationship Value in Row	Relative Weight	Weight / Importance	Demanded Quality (a.k.a. "Customer Requirements" or "Whats")	1 Dedicated spaces (1200 sq ft each)	2 Spaces co-located on same floor	3 Each space "owned" by one Science teacher	4 Meets code (power, gas, water, ventilation)	5 Meets required Configuration	6 Meets desiredred Configuration	7 Common material sorage area(s)	8 Bond not rquired	9 Project definition completed	10 Complete renovation over summer	11	12	13	14	15	Curent configuration	Alternate 1 - Renovate as is...no relocation	Alternate 2 - Renovate & co-locate	Alternate 3 - ???	Alternate 4 - ???	Alternate 5 - ???
				Direction of Improvement: Minimize (▼), Maximize (▲), or Target (x)	X																				
1				Renovated classroom/lab spaces for Science Dept																3					
2				Co-located on same floor																3					
3				1 space per teacher																3					
4				Meets required specifications																3					
5				Meets budget																3					
6				Meets Schedule																3					
7																									
8																									
9																									
10																									
				Target or Limit Value	7							$ TBD	June 30 2017												
				Difficulty (0=Easy to Accomplish, 10=Extremely Difficult)																					
				Max Relationship Value in Column																					
				Weight / Importance																					
				Relative Weight																					

Competitive Analysis (0=Worst, 5=Best)



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