

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

**CONTOOCOOK VALLEY SCHOOL BOARD**

**Strategic Plan Committee**

**Thursday, June 11, 2020**  
**5:00 p.m.**

**Physical Location:** None

**Virtual Location:**

<https://us02web.zoom.us/j/87310118519?pwd=bnFkTnpqR1pZRCtzWUzR1llVFAYQT09>

**Password:** 1FVtZy

**Telephone:** +13126266799

**Webinar ID:** 873 1011 8519

**Password:** 106004

**AGENDA**

**School Board Committee Members:**

Tim Theberge – Chairperson

Alan Edelkind

Katherine Heck

Niki McGettigan

Kevin Pobst

Robert Short, Jr.

- 1. Call Meeting to Order**
- 2. Approval of Minutes – *May 14, 2020***
- 3. Discussion and Review of “An Invitation to Participate” Draft (Attached)**
  - a. Membership
  - b. Roles and Responsibilities
  - c. Timeline
- 4. Use of Internal/Community Resource for Facilitation of Focus Groups**
- 5. Other**
- 6. Non-Public Session: RSA 91-A:3,II (If Required)**

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**Strategic Plan Committee**

Thursday, May 14, 2020  
5:00 p.m.

**Physical Location:** None

**Virtual Location:**

<https://us02web.zoom.us/j/81133942280?pwd=NFpDbVgvdUQ1NVVJWVphWEdnbjNaZz09>

**MINUTES**

**School Board Committee Members:**

Tim Theberge – Chairperson  
Alan Edelkind  
Katherine Heck  
Niki McGettigan  
Kevin Pobst  
Robert Short, Jr.

**Present:** Tim Theberge, Alan Edelkind, Katherine Heck, Niki McGettigan, Kevin Pobst, Rich Cahoon, Dr. Kimberly Saunders, Cari Christian-Coates, Dr. Ann Forrest

**1. Call Meeting to Order**

**Tim Theberge called the meeting to order at 5:04 p.m.**

**2. Approval of Minutes – April 22, 2020**

**Katherine Heck moved to accept the minutes of April 22, 2020. Niki McGettigan second. Unanimous.**

**3. Timeline for Adding Community Members**

Tim Theberge said that the timeline for adding other members to this committee should be discussed.

The Goal to Develop and disseminate a new Strategic Plan for the ConVal School District by July 2022 was noted.

Seeking and selecting community members was discussed.

A reporting of what has been accomplished will be available for completion by November of 2020. What the committee wants reported out should be decided.

Kevin Pobst said that one of the first things that the membership of the new committee would want to know is what has been accomplished.

Niki McGettigan said that if communication about accomplishments could be shared, it may help new community members wrap their head around what is being asked.

Katherine Heck said that overlap might be helpful to provide perspective and direction.

How will the solicitation of additional members go forward? In the past, there was very little membership from towns. There was membership from principals. Planning of the committee could have had further thought on the last go around.

How much of a commitment is being asked? It depends on how often this committee meets plus the time required to read material.

Katherine Heck proposed that the committee consider teachers, administrators, school board members, students, staff, parents, community leaders, and community citizens.

Rich Cahoon encouraged the consideration of geography when making up the committee so that it is diverse.

Tim Theberge said that area businesses should be included.

Alan Edelkind asked if roles and responsibilities should be defined so that people have an idea of what work they are being asked.

Is this committee adding to its membership or adding another subcommittee? What will the Strategic Plan of the Board be doing beyond creating a new Strategic Plan by June 2022.

In the last round, people were added to the committee but board had voting rights. People considering joining should know if they have voting rights or not.

Katherine Heck spoke about an overlap of this committee with a Steering Committee. The steering committee would pass their work to the Board Strategic Plan Committee. They would have value. Katherine Heck said that if there is complete overlap, the larger committee would meet and the board group would take the information and narrow it down. There will always be direction on the next agenda.

Rich Cahoon said that there has been a dozen of significant board committees.

#### **4. High Level Review of Status of Goals**

<https://schoolboard.convalsd.net/wp-content/uploads/sites/3/2018/09/Strategic-Plan-Print.pdf>

- Goal 1 - Student Achievement/Performance
- Goal 2 - Culture & Community
- Goal 3 - Organizational Structure
- Goal 4 - Operations (including Personnel, Leadership, Facilities, and Technology)

#### **5. Timing of Surveys & Focus Groups**

Kevin Pobst said that he sees the Board Committee as the Steering Committee and the larger group would discuss ideas presented and move to a regular agenda of processing particular ideas.

But the six-member board committee would meet to manage the pace, agenda, and scope.

Before each time the larger committee met, the board committee would meet.

Niki McGettigan said that when the Strategic Plan Committee met they reviewed surveys and met with focus groups.

Rich Cahoon said that it morphed over time. At first, there was a lot of work, once the outline for the Strategic Plan was determined, there were subcommittees. It morphed further to an implementation committee.

Tim Theberge said that he agreed with Katherine and Kevin about the committee set-up.

Kimberly Saunders asked if the committee wants to create a document so that the roles are memorialized. It could be given to potential members.

Kevin Pobst said that the procedures that will be followed should be laid out as well. Tim Theberge confirmed.

Niki McGettigan highlighted the timeline so that the length of the commitment would be known.

Kevin Pobst asked if putting focus groups and surveys this fall was realistic considering the current conditions. He suggested spring. Kimberly Saunders offered to rework the dates by working the plan backward.

Are focus groups a definite? The value of them was questioned.

Kimberly Saunders said that there are several staff members who may become part of this committee that would do a very good job running focus groups.

Dr. Ann Forrest said that she is a fan of focus groups. The last focus groups were very general at the beginning of the process. Targeting the use of focus groups has value.

Kevin Pobst said that organized focus groups have a great deal of value. He offered that it is likely that current board members have experience with focus groups. Will the vision, mission, and core values be sustained? Perhaps the use of focus groups could be targeted to actions and steps within the Strategic Plan. The first part is to determine if the committee needs to completely revisit vision, mission, and core values?

Kimberly Saunders asked if the focus groups happened before the survey. It should be the other way around. If we are going to run focus groups, it may bring question into the validity of what is being done. Kimberly said that she was unsure if the Strategic Plan created the mission, vision, and core values. Rich Cahoon confirmed that the Strategic Plan Committee did not write those.

Alan Edelkind said that focus groups, if managed correctly and given the right information, are a tremendous resource.

Katherine Heck echoed the value of focus groups. It engages stakeholders, they feel involved in the process and plan. She added that she would like to see focus groups be also held in the small towns rather than only Antrim and Peterborough.

Kevin Pobst suggested that this work be done in house in order not to alienate people by using generic questions that do not apply to ConVal.

Rich Cahoon said that the last survey was poorly designed and did not yield the results sought.

Kevin asked that the composition of the larger committee be circled back to. How will it be determined what the number of members will be and how those seats will be distributed?

Alan Edelkind asked if a charter for the committee should be stated. It will direct the type of representation needed for the committee.

Discussion took place about considering “what have we learned” since the last development of a Strategic Plan.

Discussion took place about the report out of the survey and Strategic Plan.

## **6. Timeline of Deliverables**

Discussion encompassed under agenda 5.

## **7. Other**

None.

## **8. Non-Public Session: RSA 91-A:3,II (If Required)**

None.

**Katherine Heck motioned to adjourn at 6:36 p.m. Niki McGettigan second. Unanimous.**

Respectfully submitted,

Brenda Marschok

## Strategic Plan Committee, 2022-2027

### An Invitation to Participate

Thank you for considering service on the Contoocook Valley School District Strategic Planning Committee. Your participation is both critical to the strength of the ConVal School District, and very much appreciated. Serving as a Committee member is a substantial responsibility. However, your participation will directly impact the future of students, schools, the broader ConVal community and the nine member towns.

The Strategic Planning Committee is charged to support and monitor the planning process. The planning process is our way of prioritizing the activities and resources that support our mission and help us achieve our vision. The ConVal Regional School District annually updates this five-year Strategic Plan to serve our stated mission, vision, and values, as well as to facilitate important budgetary functions:

- I. Facilitate Board and Administrative Team decision-making.
- II. Guide the Board and Administrative Team in the annual budget process.
- III. Set goals for improving student learning through improvement in the delivery of educational services.
- IV. Aid in the prioritization, coordination, and sequencing of various facility improvements.
- V. Inform all stakeholders of planned improvements and/or program revisions.
- VI. Coordinate with member towns' capital improvement programs.

The Contoocook Valley School District (ConVal) has adopted a strategic planning philosophy built upon the premise that the objectives and activities for achieving school improvement goals are not static functions. The concept of "continuous improvement" relies on the idea that objectives and activities must evolve in order to drive change and have positive impact on student learning.

The current strategic plan (2015-2020) is monitored periodically by the School Board and the Superintendent. A standing-committee of School Board members meets monthly to discuss and review progress on specific elements of the plan throughout the life of the plan.

The 2022-2027 Strategic Plan Committee will be comprised of representatives of District stakeholders — including administrators, faculty and staff, students, parents, community members, and Board members. The committee will be responsible for establishing the framework for a five-year plan which will provide direction for the district's administrative team through 2027. The plan should be designed to be a fluid plan that will allow for continuous improvement and refinement as needed.

The committee will be managed by district administration, which serve as ex officio non-voting members of the committee and provide data and background information. This Committee acts in an advisory capacity and forwards recommendations to the School Board for formal action and approval.

The Committee will be comprised of ??? # representatives from various identified stakeholder groups. The Committee will be established in the Fall of 2020. Meetings will begin in January 2021 through June, followed by a summer recess, and then resume from September through June 2022 when the strategic plan is finalized.

This is approximately an 18-month time commitment. Meetings will occur monthly and critical community engagement months may require an additional meetings and time commitment.

### Committee Membership

*The Strategic Planning Committee is a committee established to develop and monitor the strategic*

~~planning process for the Conval School District.~~ [already stated] The composition of the membership includes:

- ??, who shall act as Chair
- ?? who shall act as Vice Chair
- List
- All
- Stakeholder groups and
- How many from each group?

## The Process

The strategic planning process may include the following:

*Begin with...*

- Review of the previous plan
- Review of the Mission Statement
- Review of the Vision Statement
- Development and oversight of all appropriate planning documents (Vision Statement, Values and ultimately the Strategic Plan)

*Continue with...*

- Determine the process to be used for Strategic Planning, with a consideration of all stakeholders.
- Identify the Critical Issue Areas [\*] to be analyzed for development of strategies for improvement. Which *may* include:
  - Goal 1: Student Achievement/Performance
  - Goal 2: Culture & Community
  - Goal 3: Organizational Structure
  - Goal 4: Operations (including Personnel, Leadership, Facilities, and Technology)
- Agree on a multi-faceted model of strategic planning which *may* include these elements:
  - **Environmental Scan.** Use a PEST analysis (awareness of Political, Economic, Social and Technological impacts); often used with SWOT.
  - **SWOT Analysis.** An acronym for “strengths, weaknesses [\*\*], opportunities, and threats.” Strengths and weaknesses are considered *internal factors*, and opportunities and threats are considered *external factors*.
  - **Gap Analysis.** Compare where the organization is now and where it wants to be. [\*\*I would like to include a step in the SWOT process called “Appreciative Inquiry” – Currently what are functions within the organization that we do particularly well which can serve as models for how to perform better in other areas we wish to target? How are we so successful at “X” and how can that success be replicated? (There is much more power in focusing on what we do well as models for going forward than in identifying weaknesses (which usually leads to blaming))].
  - **Issue-Based Strategic Planning.** Oriented in the present, projecting into the future; [\*] how to bridge the gaps identified.
  - **Balanced Scorecard.** Objectives, Measures, Initiatives
  - **Strategy Mapping.** A major component of Balanced Scorecard planning. A visual tool designed to clearly communicate a strategic plan and promote achievement of high-level goals.
  - **Community Engagement Events.** Given the Strategic Planning process chosen, identify the various community engagement events necessary to insure appropriate input beyond the formal committee sessions.

- A 5-year cycle for implementation of the Plan
- At a minimum, a regularized annual cycle of implementation and assessment
- Guidance offered for department-level components

### **Roles and Responsibilities**

*Committee members will be responsible for the following: [kind of overwhelming in an Invite?]*

- Understand the components of the Conval strategic plan and developing those that are necessary (i.e., Vision, Mission, Values Statement, etc.).
- Develop and support the objectives and goals of the strategic plan.
- Engage identified stakeholder groups in the development of the objectives and goals for the strategic plan.
- Provide feedback to those groups on a continuing basis, through a variety of for a [???].
- Actively work with District wide committees as needed.
- Identify or develop key indicators and assessment measures to document implementation of the Strategic Plan objectives and goals and reviewing those indicators and measures on an annual basis (or charging another committee to do so).
- Actively participate in committee activities and discussions.
- Report to the Conval School Board
- Prepare and present the Conval 2022-2027 Strategic Plan

### **Other Responsibilities**

*In addition to the roles and responsibilities outlined above, Committee members may also:*

- Promote and advocate for implementation of the Strategic Plan to all internal and external stakeholders.
- Actively engage in disseminating information about the planning process, the Strategic Plan, and its implementation.
- Be aware of strategic issues in the internal or external environment related to the institutional planning process and ensure that the Committee is informed.
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### **Timeline**

*The committee will commence its work on the following schedule, which will be revised as appropriate or as necessary:*

<b>Time Period</b>	<b>Activity</b>
Fall of 2020	Identify Stakeholder and recruit committee members
January 2021	First meeting of Strategic Planning Committee
January 2021-June 2021	Weekly meetings
July- August 2021	Summer Recess
September 2021-April 2022	Strategic Plan Committee resumes work/planning
October 2021-March 2022	Town Hall meetings, Focus Groups, Survey's and other engagement opportunities
April 2022	Develop Draft 5-year strategic plan
Early May 2022	Present draft of 5-year strategic plan to the school board
May/June 2022	Opportunities for comment and review. Incorporation and amend based on feedback
June 2022	Final Review and Approval by School Board
July 2022	Superintendent and Administration Implementation strategy begins
August /September 2022	Roll out and implementation begin

ONGOING 2022-2027

Thereafter, review and implementation through the life of the plan.

Provide updates and progress via mid-year and yearly data analysis, written reports, continuous improvement and refinement as needed.

Committee Member commitment includes attendance at the meetings listed below.

All meetings are from *times* TBD, *Location* TBD

- January, day, 2021
- February, day, 2021
- March day, 2021
- April day, 2021
- May day, 2021
- June. day, 2021
- SUMMER RECESS
- September day, 2021
- October 2021 – Town halls and focus groups surveys begin- March 2022
  - Additional meeting dates may be necessary during this time period
- December – Winter Recess
- April day, 2022
- May day, 2022
- June day, 2022