

APRIL 2026
AGENDA
SAU 67 BOARD MEETING
Monday, June 15, 2026 – BHS Auditorium - 5:00 pm

I. OPENING:

- A. Call to Order
- B. Pledge of Allegiance

II. MINUTES

- A. April 6, 2026

III. SPECIAL PRESENTATIONS / EDUCATIONAL FOCUS: NONE

IV. PUBLIC COMMENT

V. ADMINISTRATORS' REPORTS

- A. Superintendent's Report

VI. ACTION AGENDA -

- A. Manifests and Vouchers
- B. Strategic Plan 2026-2031
- C. Administrative Contract

VII. PUBLIC COMMENT

VIII. NON PUBLIC MEETING: RSA 91-A:3II(c)

IX. ADJOURNMENT

SAU 67 BOARD VISITOR ORIENTATION TO MEETINGS

Welcome to the SAU Board meeting. If you wish to be heard by the Board, please note **Public Comment** at the beginning, middle, and end of the agenda. The Comments section of the agenda may not exceed thirty (30) minutes **in total**, regardless of the number of speakers, unless extended by vote of the Board. Consistent with RSA 187:74 the board chair may impose reasonable time limits for each speaker, provided the time limits are equal for all speakers. Occasionally, the Board may 'suspend its rules' to allow visitor participation at the time an issue of specific interest is being addressed.

Speakers may offer comments on such school operations and programs as concern them. In public session, however, the Board will not hear personal complaints of school personnel nor complaints against any person connected with the school system. Other channels are provided for Board consideration and disposition of legitimate complaints involving individuals, which should be referred to the Superintendent for appropriate action.

The Board vests in its Chairperson or other presiding officer authority to terminate the remarks of any individuals when they do not adhere to the rules established above as to content or time limitation. Persons appearing before the Board are reminded, as a point of information, that members of the Board are without authority to act independently as individuals in official matters. Thus, questions may be directed to individual Board members, but answers must be deferred pending consideration by the full Board.

Visitors should not expect a Board response to their comments or questions under the above since the Board may not have discussed or taken a position on the matter. The Superintendent, without speaking for the Board, may offer clarification as appropriate. When the Board has taken a position, the Chair may state the Board's position.

Information Regarding Non Public Session

Per the provisions of NH State Law RSA 91-A:3 II, the Board may enter Non Public Session for the following reasons:

- The dismissal, promotion or compensation of any public employee or the disciplining of such employee, or the investigation of any charges against him, unless the employee affected (a) has a right to a meeting and (b) requests that the meeting be open in which case the request will be granted.
- The hiring of any person as a public employee.
- Matters, which if discussed in public, would likely adversely affect the reputation of any person, other than a member of the body or agency itself, unless such person requests an open meeting.
- Consideration of the acquisition, sale or lease of real property or personal property which, if discussed in public, would likely benefit a party or parties whose interests are adverse to those of the general community.
- Consideration or negotiation of pending claims or litigation which has been threatened in writing or filed against the body or agency of any sub-division thereof, or against any member thereof because of his membership in such body or agency, until the claim or litigation has been fully adjudicated or otherwise settled.

Reference: SAU 67 Board Policy BEDH

MINUTES
SAU 67 BOARD MEETING April 06, 2026
Dunbarton Elementary School Media Room – 5:00 PM

SAU 67 Board Members Present :

Bow: Jenna Reardon, Angela Hubbard and Margie Popielarz. Dunbarton: Clem Madden, Nicole Sloane and Lori Wamser.

Board Members Absent: Melynie Klunk, Martin Osterloh, Holly Barcroft and Rynne Roy.

Administrators Present:

Superintendent Marcy Kelley and Business Administrator Duane Ford, Owen Harrington and Jessica Brown.

Public Present: None.

I. Opening

- A. Call to Order – Superintendent Kelley called the meeting to order at 5:00 PM with a quorum of members present.
- B. Pledge of Allegiance – All stood and recited the Pledge of Allegiance.

II. Election of Board Officers

Superintendent Kelley called for nominations for SAU 67 Board Chair. It's Dunbarton's turn to Chair. Clem Madden nominated Nicole Sloane as Chair. Jenna Reardon seconded. Superintendent Kelley asked for comments. Sensing none, she called for a vote. ***Motion carried 6-0-0.***

Chair Sloane called for nominations for Vice Chair. Jenna Reardon moved to nominate Angela Hubbard for Vice Chair. Motion was seconded by Margie Popielarz. The Chair called for comments. Sensing none, she called for a vote. ***Motion carried 6-0-0.***

Chair Sloane called for nominations for Board Secretary.

III. Committee Membership –

Finance Committee – *The 2026-27 members are: Rynne Roy, Jenna Reardon and Angela Hubbard.*

Policy Committee – *The 2026-27 members are: Angela Hubbard and Lori Wamser.*

IV. Minutes (Handouts Provided)

- A. December 08, 2025 – Clem Madden moved to approve the December 6, 2025 minutes as submitted. Motion was seconded by Jenna Reardon. There being no discussion, the Chair called for a vote. ***Motion carried 6-0-0.***

V. Special Presentations/Educational Focus – None.

VI. Public Comment – None.

VII. Administrators' Reports – (Handouts Provided)

- A. Superintendent's Report –The Superintendent asked the Board to consider having the last day of school as a full day on June 12, 2026. Clem Madden so moved and Jenna Reardon seconded. ***Motion carried 6-0-0.***
- B. Business Administrator's Report - Administrator Ford talked about changing the date of the last date to notify the SAU about intended retirement dates. In Bow, it is currently June 30th which is a year before the retirement date. Administrator Ford recommends it be no later than November 1st.

VIII. **Action Agenda – (Handouts Provided)**

- A. Manifests and Vouchers – Clem Madden moved to approve the vouchers for the period ending: December 31, 2025 in the amount of \$103,665.80; January 31, 2026 in the amount of \$129,377.69; February 28, 2026 in the amount of \$112,780.03. There being no further discussion, the Chair called for a vote. ***Motion carried 6-0-0.***

Lori Wamser moved to approve the voucher for November 30, 2025 in the amount of \$95,540.96 Clem Madden seconded. There being no further discussion, the Chair called for a vote. ***Motion carried 6-0-0.***

- B. September 8, 2026 Primary Day Request - Voting for the Primary elections has returned to Bow Memorial School (BMS) at the request of the Select Board. Peter Imse, Bow Town Moderator, has asked if the SAU Board would consider alternative options other than holding school in person, because a large voter turnout is expected. The Superintendent asked if the Board would consider a remote day for BMS or BMS and BES. After some discussion including a delayed start and mitigating traffic impact, the SAU Board decided to keep the schools open during voting hours with no remote learning day. Superintendent Kelley will notify the Town Moderator.
- C. Appoint Treasurer – Mike Lessard - The Board needs to nominate and approve a Treasurer for SAU 67. Administrator Ford recommended the current Treasurer, Mike Lessard, be reappointed at a budget approved stipend of \$300. Clem Madden moved to nominate Mike Lessard and Jenna Reardon seconded the motion. ***Motion carried 6-0-0.***
- D. 2026-2027 Meeting Dates – Superintendent Kelley pointed out the proposed 2026-27 SAU meeting dates as listed in her report. It was moved and seconded to approve the proposed 2026-27 SAU Meeting schedule as presented. ***Motion carried 6-0-0.***
- E. Nomination of Administration (to be acted on after non-public) – See below.

IX. **Public Comment – None.**X. **Non-Public Meeting: RSA 91-A3II(c)**

Clem Madden moved to go into Non-public Session as per RSA 91-A3II(c) at 5:20 PM. Jenna Reardon seconded. A roll call vote was taken: – Madden aye; Wamser– aye; Sloane– aye; Popielarz – aye; Reardon– aye; and Hubbard – aye. The Board voted individually and unanimously to enter a non-public meeting.

At 6:06 PM Jenna Reardon moved, and Clem Madden seconded the motion to come out of the non-public meeting. A roll call vote was taken. Madden aye; Wamser– aye; Sloane– aye; Popielarz – aye; Reardon– aye; and Hubbard – aye. The Board voted individually and unanimously to come out of the non-public meeting.

Jenna Reardon moved and Clem Madden seconded to approve the nominations as presented by the superintendent. ***Motion carried 6-0-0.***

XI. **Adjournment**

There being no further business before the Board, the Chair entertained a motion to adjourn. Clem Madden moved to adjourn the meeting at 6:08 PM. Lori Wamser seconded. ***Motion carried 6-0-0.***

Respectfully submitted,

Wendy Gilman, Recording Secretary

School Administrative Unit 67
Bow and Dunbarton, New Hampshire School Districts
55 Falcon Way
Bow, NH 03304-4219

Ms. Marcy Kelley
Superintendent of Schools

Mr. Duane C. Ford
Business Administrator

Ms. Jessica Brown
Director of Student Services

Mr. Owen Harrington
Director of Curriculum

Superintendent's Report for the June 15, 2026 SAU 67 School Board Meeting

This meeting was scheduled primarily to provide the full SAU Board with an overview of the Strategic Plan, including a discussion of the planning process, stakeholder engagement, and the themes that emerged through the committee's work.

I would like to express my sincere gratitude to the members of the Strategic Planning Committee for their time, consideration, and valuable perspectives throughout this process. I believe the committee's collaborative efforts helped shape a plan that reflects the priorities and aspirations of our school communities. I am proud of the work that has been accomplished and excited about the direction it provides for our future.

Additionally, I have shared a revised administrative contract for the Board's review. The proposed changes are consistent with those that have already been discussed at recent Bow and Dunbarton School Board meetings. Board action will be required to approve these revisions.

Respectfully submitted,

Marcy Kelley
Superintendent of Schools

SCHOOL ADMINISTRATIVE UNIT 67
SCHOOL BOARD REGISTER
For Period Ending
March 31, 2026

Date	Description	Manifest #			Amount
03/12/26	Payroll	#38	679	\$	23,358.25
03/26/26	Payroll	#40	680	\$	23,027.07
03/12/26	Accounts Payable	#39	001602-00	\$	343.08
03/26/26	Accounts Payable	#41	001606-00	\$	2,679.14
03/31/26	Accounts Payable	TAX	001609-00	\$	33,816.72
Total				\$	83,224.26

Angela Hubbard, Bow School Board

Melynie Klunk, Bow School Board

Martin Osterloh, Bow School Board

Margie Borawska-Popielarz, Bow School Board

Jenna Reardon, Bow School Board

Holly Barcroft, Dunbarton School Board

Clement Madden, Dunbarton School Board

Ryanne Roy, Dunbarton School Board

Nicole Sloane, Dunbarton School Board

Lori Wamser, Dunbarton School Board

Marcy Kelley
Superintendent of Schools

SCHOOL ADMINISTRATIVE UNIT 67
SCHOOL BOARD REGISTER
For Period Ending
April 30, 2026

Date	Description	Manifest #			Amount
04/09/26	Payroll	#42	681	\$	22,471.07
04/09/26	Accounts Payable	#43	001611-00	\$	14,318.32
04/23/26	Accounts Payable	#45	001614-00	\$	297.33
04/30/26	Accounts Payable	TAX	001617-00	\$	33,724.88
Total				\$	70,811.60

Angela Hubbard, Bow School Board

Melynie Klunk, Bow School Board

Martin Osterloh, Bow School Board

Margie Borawska-Popielarz, Bow School Board

Jenna Reardon, Bow School Board

Holly Barcroft, Dunbarton School Board

Clement Madden, Dunbarton School Board

Ryanne Roy, Dunbarton School Board

Nicole Sloane, Dunbarton School Board

Lori Wamser, Dunbarton School Board

Marcy Kelley
 Superintendent of Schools

SCHOOL ADMINISTRATIVE UNIT 67
SCHOOL BOARD REGISTER
For Period Ending
May 31, 2026

Date	Description	Manifest #			Amount
04/23/26	Payroll	#44	682	\$	22,175.55
05/07/26	Payroll	#47	683	\$	22,316.29
05/21/26	Payroll	#48	684	\$	22,116.29
05/07/26	Accounts Payable	#46	001620-00	\$	11,419.20
05/21/26	Accounts Payable	#49	001624-00	\$	16,049.80
05/31/26	Accounts Payable	TAX	001627-00	\$	33,638.28
Total				\$	127,715.41

Angela Hubbard, Bow School Board

Melynie Klunk, Bow School Board

Martin Osterloh, Bow School Board

Margie Borawska-Popielarz, Bow School Board

Jenna Reardon, Bow School Board

Holly Barcroft, Dunbarton School Board

Clement Madden, Dunbarton School Board

Ryanne Roy, Dunbarton School Board

Nicole Sloane, Dunbarton School Board

Lori Wamser, Dunbarton School Board

Marcy Kelley
Superintendent of Schools

A C T U A L & A N T I C I P A T E D R E V E N U E S
Report Sequence =
Account = First thru Last; Mask = 1-####-##-###-##-#-#####
Level of Detail = Transaction Detail; Level = 9

Fund: General Fund Period: July 2025 to June 2026

		Prior Year	Current Year	Current Year	Current Year	Balance	Percent
Account Number	Account Name	Ptd Revenues	Ptd Revenues	Budgeted	Ytd Revenues	Uncollected	Left
1-1120-00-000-00-0-00000	ASSESSMENT - BOW	921598.00	1102893.00	1102893.00	1102893.00	0.00	0.00
1-1121-00-000-00-0-00000	ASSESSMENT - DUNBARTON	206394.00	247517.00	247517.00	247517.00	0.00	0.00
1-1200-00-000-00-0-00000	INDIRECT COST	15331.71	1591.41	10797.00	1591.41	9205.59	85.26
1-1990-00-000-00-0-00000	MISC REVENUE	24947.96	59.03	23376.00	59.03	23316.97	99.75
TOTAL General Fund		1168271.67	1352060.44	1384583.00	1352060.44	32522.56	2.35

A C T U A L & B U D G E T E D E X P E N S E S & E N C U M B R A N C E

Report Sequence = Fund or Acct Group

Account = First thru Last; Mask = 1-####-##-###-##-#-#####

Level of Detail = Fed Funds Project; Level = 9

Fund: General Fund

Period: July 2025 to June 2026

Account Number	Account Name	Current Year Budgeted	Period Expenditures	Current Year Expenditures	Encumbrances	Balance Remaining	Percent Left
SALARIES AND BENEFITS							
1-2320-00-110-00-0-00000	EMPLOYEE WAGES	878446.00	856121.35	856121.35	0.00	22324.65	2.54
1-2320-00-211-00-0-00000	HEALTH INSURANCE	157425.00	130543.31	130543.31	0.00	26881.69	17.08
1-2320-00-212-00-0-00000	DENTAL INSURANCE	13752.00	13753.32	13753.32	0.00	(1.32)	(0.01)
1-2320-00-213-00-0-00000	LIFE INSURANCE	2713.00	2613.04	2613.04	0.00	99.96	3.68
1-2320-00-214-00-0-00000	LONG TERM DISABILITY INSUR	1728.00	1149.48	1149.48	0.00	578.52	33.48
1-2320-00-220-00-0-00000	FICA/MEDICARE	67201.00	65943.18	65943.18	0.00	1257.82	1.87
1-2320-00-231-00-0-00000	NHRS/RETIREMENT MATCH	165080.00	108379.52	108379.52	0.00	56700.48	34.35
1-2320-00-260-00-0-00000	WORKERS COMP INSURANCE	1761.00	1660.00	1660.00	0.00	101.00	5.74
TOTAL SALARIES AND BENEFITS		1288106.00	1180163.20	1180163.20	0.00	107942.80	8.38
STAFF SUPPORT							
1-2321-00-241-00-0-00000	COURSE REIMBURSEMENT	2250.00	1030.00	1030.00	0.00	1220.00	54.22
1-2321-00-242-00-0-00000	STAFF DEVELOPMENT	2500.00	115.64	115.64	0.00	2384.36	95.37
1-2321-00-580-00-0-00000	ADMINISTRATION/STAFF TRAVE	4100.00	0.00	0.00	0.00	4100.00	100.00
1-2321-00-581-00-0-00000	SPECIAL EDUCATION TRAVEL	3000.00	0.00	0.00	0.00	3000.00	100.00
1-2321-00-582-00-0-00000	CONFERENCE EXPENSES	14145.00	9580.65	9580.65	0.00	4564.35	32.27
1-2321-00-811-00-0-00000	PROFESSIONAL ASSOC DUES	6129.00	5882.13	5882.13	0.00	246.87	4.03
TOTAL STAFF SUPPORT		32124.00	16608.42	16608.42	0.00	15515.58	48.30
ADMINISTRATIVE SERVICES							
1-2322-00-310-00-0-00000	MEETING EXPENSES	1000.00	0.00	0.00	0.00	1000.00	100.00
1-2322-00-320-00-0-00000	CONTRACTED CURRICULUM SUPP	0.00	0.00	0.00	0.00	0.00	0.00
1-2322-00-330-00-0-00000	AUDIT	7650.00	5740.00	5740.00	0.00	1910.00	24.97
1-2322-00-341-00-0-00000	SOFTWARE SUPPORT FINANCIAL	19554.00	21363.00	21363.00	0.00	(1809.00)	(9.25)
1-2322-00-540-00-0-00000	ADVERTISEMENTS	775.00	946.10	946.10	0.00	(171.10)	(22.08)
1-2322-00-734-00-0-00000	NEW/REPLACEMENT EQUIPMENT	2400.00	1222.88	1222.88	0.00	1177.12	49.05
TOTAL ADMINISTRATIVE SERVICES		31379.00	29271.98	29271.98	0.00	2107.02	6.71
ADMINISTRATIVE OPERATIONS							
1-2323-00-442-00-0-00000	COPIER LEASE	3188.00	1397.48	1397.48	0.00	1790.52	56.16
1-2323-00-534-00-0-00000	POSTAGE/POSTAGE SUPPLIES	3230.00	2480.60	2480.60	0.00	749.40	23.20
1-2323-00-610-00-0-00000	GENERAL SUPPLIES	5750.00	4561.26	4561.26	0.00	1188.74	20.67
1-2323-00-611-00-0-00000	COPIER SUPPLIES	0.00	0.00	0.00	0.00	0.00	0.00
1-2323-00-612-00-0-00000	CONSUMABLE SUPPLIES	1500.00	2494.98	2494.98	0.00	(994.98)	(66.33)

A C T U A L & B U D G E T E D E X P E N S E S & E N C U M B R A N C E

Report Sequence = Fund or Acct Group

Account = First thru Last; Mask = 1-####-##-###-##-#-#####

Level of Detail = Fed Funds Project; Level = 9

Fund: General Fund

Period: July 2025 to June 2026

Account Number	Account Name	Current Year Budgeted	Period Expenditures	Current Year Expenditures	Encumbrances	Balance Remaining	Percent Left
=====							
TOTAL	ADMINISTRATIVE OPERATIONS	13668.00	10934.32	10934.32	0.00	2733.68	20.00
OTHER EXPENSES							

1-2324-00-321-00-0-00000	IN-SERVICE TRAINING	4200.00	3949.66	3949.66	0.00	250.34	5.96
1-2324-00-331-00-0-00000	CONSULTANTS	3695.00	1695.00	1695.00	0.00	2000.00	54.13
1-2324-00-340-00-0-00000	CRIMINAL RECORDS CHECK	7250.00	3000.00	3000.00	0.00	4250.00	58.62
		-----	-----	-----	-----	-----	-----
TOTAL	OTHER EXPENSES	15145.00	8644.66	8644.66	0.00	6500.34	42.92
UTILITIES							

1-2622-00-320-00-0-00000	PROPERTY/LIABILITY INSURAN	2361.00	2361.00	2361.00	0.00	0.00	0.00
1-2622-00-531-00-0-00000	TELEPHONE	1800.00	1523.54	1523.54	0.00	276.46	15.36
		-----	-----	-----	-----	-----	-----
TOTAL	UTILITIES	4161.00	3884.54	3884.54	0.00	276.46	6.64
CONTINGENCY							

1-2990-00-002-00-0-00000	CONTINGENCY	0.00	0.00	0.00	0.00	0.00	0.00
		-----	-----	-----	-----	-----	-----
TOTAL	CONTINGENCY	0.00	0.00	0.00	0.00	0.00	0.00
		-----	-----	-----	-----	-----	-----
TOTAL	General Fund	1384583.00	1249507.12	1249507.12	0.00	135075.88	9.76



SAU 67 BOW & DUNBARTON SCHOOL DISTRICTS STRATEGIC PLAN



2026-2031

SAU 67 Strategic Plan

SUPERINTENDENT's MESSAGE

The SAU 67 Strategic Plan represents an important step forward for the Bow and Dunbarton School Districts and serves as our blueprint for the years ahead. This plan reflects our shared commitment to providing exceptional educational experiences for all students while remaining grounded in the values and strengths that define our communities.

Over the past several months, this process has brought together students, families, staff, educators, community members, and district leaders in meaningful conversations about the future of our schools. The result is a thoughtful and forward-looking plan that establishes clear priorities, goals, and actions to guide our work as we continue striving for excellence.

In a time when education continues to evolve rapidly, having a strategic plan is essential. It ensures we remain focused, intentional, and responsive to the changing needs of our students and communities. This plan will help guide decision-making, strengthen accountability, and provide a clear direction as we work together to support student success and well-being.

We are deeply grateful to the many members of the SAU 67 community who shared their voices, perspectives, and feedback throughout this process. Your input was invaluable in shaping a plan that reflects the priorities and aspirations of our communities. We also extend our sincere appreciation to the members of the Strategic Planning Committee for their extraordinary dedication, time, energy, expertise, and collaboration. Their commitment to this work has been instrumental in developing a plan that will help shape the future of our districts.

This strategic plan is not simply a document, but a living guide that will continue to evolve as we monitor progress, celebrate successes, and respond to new opportunities and challenges. Together, we look forward to building upon the strong foundation of the Bow and Dunbarton School Districts and ensuring that every student is prepared to thrive in an ever-changing world.

Thank you for your continued partnership and support of SAU 67.

Marcy Kelley
Superintendent of Schools

SAU 67 Strategic Plan

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SAU 67 Strategic Plan

ACKNOWLEDGEMENTS

Many thanks to the Members of the Strategic Planning Committee who volunteered countless hours to make the SAU 67, Bow and Dunbarton School Districts Strategic Plan a reality.

Committee members include:

Brenda Barth, Assistant Principal, Bow High School

Gillian Berry, Teacher, Dunbarton Elementary School

Justyn Constant, Parent, Dunbarton

Ian Flanagan, Select Board, Bow

Owen Harrington, Director of Curriculum, SAU 67

Angela Hubbard, Parent/School Board, Bow

Marcy Kelley, Superintendent of Schools, SAU 67

Cathy Knowles, Teacher, Bow High School

Lori Krueger, Principal, Bow Elementary School

Dana Lavoie, Select Board, Dunbarton

Clement Madden, Parent/School Board, Dunbarton

Adam Osburn, Principal, Bow Memorial School

Katie Pelletier, Teacher/Parent, Bow Elementary School

Randy Pothén, Parent, Bow

Sarah Rosenbleeth, Teacher, Bow Memorial School

Tim Vasconcellos, Principal, Dunbarton Elementary School

Kathleen Cuddy-Egbert Outside Facilitator/Consultant

SAU 67 Strategic Plan

CORE VALUES AND MISSION



CONNECTED • STUDENT CENTERED • INNOVATIVE
EMPOWERING A FUTURE READY LEARNING COMMUNITY



SAU 67 Strategic Plan

CORE VALUES AND MISSION

Connected

At SAU 67, being connected means fostering strong relationships among students, staff, families, and the broader community. We believe meaningful connections create a sense of belonging, trust, and shared purpose that supports both academic and personal growth.

Student-Centered

Future Ready Schools® are at the heart of SAU 67. Our student-centered approach prioritizes the needs, strengths, interests, and well-being of every learner. We are committed to creating personalized and inclusive learning opportunities that challenge and support students to achieve at high levels. We are empowering students to grow and thrive beyond our schools.

Innovative

In SAU 67 we are innovative. We embrace creativity, adaptability, and future-ready thinking practices to prepare students for a changing world. SAU 67 is committed to providing engaging learning experiences, encouraging curiosity and problem-solving, and exploring new approaches to teaching and learning.

SAU 67 Strategic Plan

INTRODUCTION

The SAU 67 Strategic Plan 2026–2031 is a unifying roadmap that honors our strong traditions, reflects our current realities, and sets a clear direction for the future of our schools and communities. Grounded in the collective voices of students, families, educators, staff, community members, and district leaders, this plan serves as a comprehensive guide for the priorities, goals, and actions that will shape the next five years across SAU 67.

As a living document, the Strategic Plan is intended to be regularly reviewed, monitored, and refined to ensure continued alignment with the evolving needs of our students and communities. At its core, this plan is centered on a shared commitment to providing every student in Bow and Dunbarton with a high-quality educational experience within learning environments that are supportive, equitable, inclusive, innovative, and student-centered.

The strategic planning process took place throughout the 2025–2026 school year and was guided by a commitment to collaboration, reflection, transparency, and responsiveness to the changing educational landscape. Members of the Strategic Planning Committee represented a diverse cross-section of the Bow and Dunbarton communities and worked thoughtfully and diligently throughout the process, united by a shared belief in the importance of public education and community partnership.

The Committee's work began with gathering input and perspectives from a broad range of stakeholders through community surveys, public forums, and discussions with students, staff, administrators, and school board members. The planning process helped identify the strengths of our districts, areas for growth, and aspirations for the future. The Committee also reviewed district data, current practices, and emerging educational trends in order to identify key focus areas and establish meaningful priorities for the years ahead.

SAU 67 Strategic Plan

INTRODUCTION

Using the feedback and data collected throughout the process, the Committee identified strengths, opportunities, challenges, and desired outcomes for the Bow and Dunbarton School Districts both now and into the future. From this work, strategic goals, key indicators, and success measures have been developed to guide continuous improvement and ensure accountability.

This Strategic Plan outlines our core values, reaffirms our mission and vision, and establishes clear priorities and measurable outcomes that will guide decision-making across the districts. Annual progress reviews and regular updates will help ensure transparency and accountability as implementation moves forward. In addition, a successor planning process will begin during the fourth year of the current plan to ensure continued momentum and long-term sustainability.

We are proud to present the SAU 67 Strategic Plan 2026–2031 as a shared commitment to our students, staff, families, and communities. Together, we will continue building schools that inspire learning, create a sense of belonging, encourage innovation, and prepare all students for success.



SAU 67 Strategic Plan

FOUR STRATEGIC PRIORITIES

Priority One

STUDENT OPPORTUNITIES AND ACADEMICS

Ensure that all students have the opportunity to engage in rigorous, well-aligned, high-quality learning experiences that develop critical thinking, problem solving, and skills to promote lifelong success.

Priority Two

COMMUNICATION AND INFORMATION

Develop and implement a clear, consistent, and transparent communication plan that ensures families and community members receive timely, accessible, and well-organized information about school programs, decisions, and district priorities.

Priority Three

COMMUNITY ENGAGEMENT

Promote strong, collaborative relationships between schools, families, and the broader community to support student learning through meaningful engagement and real-world experiences.

Priority Four

RESPONSIBLE STEWARDSHIP OF RESOURCES

Ensure that district resources are allocated in a fiscally responsible manner to effectively maximize student learning, support staff effectiveness, and maintain community trust.

GOAL STATEMENTS AND SUCCESS MEASURES

The following goals define our strategic priorities for the next five years. Each goal includes a narrative overview followed by a set of key indicators and defined success measures to guide implementation and monitor progress.

STUDENT OPPORTUNITIES AND ACADEMICS

SAU 67 is committed to ensuring that all students have the opportunity to engage in rigorous, well-aligned, high-quality learning experiences that develop critical thinking, problem solving, and skills to promote lifelong success.

Academic Expectations

SAU 67 will provide challenging and engaging learning opportunities.

Key Indicators

- Opportunities for all students to access learning: Advanced Placement, honors option, dual enrollment, enrichment opportunities, Extended Learning Opportunities, clubs, experiential programs
 - *Measure: the number of quality opportunities for students will be optimized, monitored, and reviewed annually*
- Personalized learning across grade levels and content areas
 - *Measure: the number of opportunities for personalized learning across grade levels and content areas will be identified, monitored, and evaluated annually*
- Engaging and challenging student learning experiences
 - *Measure: student and parent satisfaction on annual survey; specific content areas will be reviewed annually as part of the curriculum review cycle*
- Students will exceed normed averages on state and local assessments
 - *Measure: state and local assessments*

Support for All Learners

SAU 67 will provide personalized learning opportunities, along with enrichment experiences, to ensure all students can achieve at high levels.

Key Indicators

- Students at all performance levels are making expected progress
 - *Measure: student growth data utilizing tools such as Branching Minds*
- Implementation of effective intervention systems
 - *Measure: students receiving support will develop an increase in skill level*
- Academic supports are accessible and responsive
 - *Measure: student and parent satisfaction on annual survey*
- Students can articulate their personalized learning goals, understand their own learning data, and describe the strategies and supports that help them learn most effectively
 - *Measure: student self-reflection, student conferences*



Curriculum Alignment & Consistency

SAU 67 will create and maintain alignment across grade levels and schools, ensuring consistent expectations and instructional quality throughout the district.

Key Indicators

- SAU-wide curriculum maps are in place across all grade levels and subjects
 - *Measure: the completion of curriculum maps across grade levels and subject areas and evidence of adherence to a curriculum review cycle*
- Common benchmark assessments are consistently used across the districts
 - *Measure: annual audit of the use of common assessments, data dashboard*
- Variability in student experience for the same content between classrooms and schools will be reduced
 - *Measure: student performance in the content areas across grade levels will be monitored annually and less variable from classroom to classroom and grade to grade*
- Teacher collaboration will focus on shared expectations, pacing, instructional practices, and grading calibration
 - *Measure: common assessments; PLC notes*
- Smooth student transitions between grade levels and schools, with fewer gaps or redundancies in learning
 - *Measure: annual survey to evaluate the quality of the transitions, gaps, and redundancies in learning*

COMMUNICATION AND INFORMATION

SAU 67 will develop and implement a clear and consistent communication plan that ensures families and community members receive timely, accessible, and well-organized information about school programs, decisions, and district priorities.

Develop and maintain centralized, consistent communication practices

SAU 67 will promote transparency and provide families, alumni, and community members with easy access to regular, timely school updates.

Key Indicators

- The SAU will develop and maintain a communication plan outlining expectations for all stakeholders
 - *Measure: development of a communication plan with an annual review*
- Student Information System (SIS) and websites are regularly updated and easily accessed by students, staff, and families
 - *Measure: annual survey, program analytics, and administrative review*
- Schools email weekly messages linked to the website for public access
 - *Measure: quarterly SAU review*
- The community is well-informed about events, programs, and initiatives
 - *Measure: annual survey*
- Provide annual reports that clearly connect financial and staffing decisions to district strategic goals, student learning priorities, and measurable student achievement or program outcomes
 - *Measure: March annual reports, SAU end of year report*
- Invite participation and engagement in district meetings, forums, and budget presentations through various communications
 - *Measure: annual survey to determine if stakeholders have access to notice of district meetings, forums, and presentations*

COMMUNITY ENGAGEMENT

SAU 67 will promote strong, collaborative relationships between schools and the broader community to support student learning through meaningful engagement and real-world experiences.

School–Community Partnerships and Engagement

SAU 67 will build meaningful partnerships with local organizations, businesses, alumni, families, and community members by leveraging their expertise and increasing participation in the schools.

Key Indicators

- Engage with community and alumni partnerships, local businesses and organizations that enhance student learning experiences
 - *Measure: SchoolLinks data*
- Students participate in meaningful, well-coordinated, and relevant mentorships, internships, guest speakers, and real-world, project-based learning opportunities across schools
 - *Measure: SchoolLinks data; annual survey to all stakeholders*
- Establish and sustain systems for coordinating, tracking, and enhancing partnerships across the district
 - *Measure: SchoolLinks data; school events calendar*
- Encourage broad representation of community members in decision-making, including advisory groups, committees, and feedback processes that reflect the community
 - *Measure: the number of opportunities for community members to be involved in decision making processes*

Enhance Community Connection

Engage with community members so they are informed and connected to district priorities and student learning.

Key Indicators

- Broad and consistent participation from community members in district events, committees, forums, and engagement opportunities
 - *Measure: annual survey results; stakeholder participation*
- Stakeholders feel their feedback is valued and acknowledged
 - *Measure: evidence of stakeholder input informing decisions; annual survey*
- Stakeholders report a strong sense of trust and connection to the district
 - *Measure: annual survey; community partnership participation*
- Higher levels of stakeholder awareness and understanding of district initiatives, priorities, and progress
 - *Measure: annual survey*



RESPONSIBLE STEWARDSHIP OF RESOURCES

SAU 67 will ensure that district resources are allocated in a fiscally responsible manner to effectively maximize student learning, support staff effectiveness, and maintain community trust.

Strategic and Transparent Resource Allocation

SAU 67 will implement clear, consistent budgeting practices that prioritize student learning, align with district goals, and promote transparency with stakeholders.

Key Indicators

- The budgets are clearly aligned with strategic priorities
 - *Measure: budget documents; administrator's rationale*
- Stakeholders have an understanding of budget allocations
 - *Measure: annual survey; budget hearing minutes*
- Federal, state, and local reporting requirements are consistently met and public inquiries are satisfied
 - *Measure: school board meeting minutes; state and local audits; records review*
- Timely and transparent communication of budget changes, including rationale and expected impact
 - *Measure: annual review of budget documents; administrator's school board reports; school board meeting minutes; community messaging*

Intentional Use of Time and Talent

Prioritize collaborative planning and professional learning to support instruction and student outcomes.

Key Indicators

- Collaborative planning time is prioritized
 - *Measure: SAU review of building schedules; annual staff survey*
- Professional learning is aligned with district priorities, and it supports student learning and staff growth
 - *Measure: annual staff survey; SAU review of professional learning; state reporting*
- Evidence that investment in professional learning supports student engagement
 - *Measure: attendance; formal and informal classroom observations*

Infrastructure

Maintain reliable, efficient systems that support professional learning and operational needs.

Key Indicators

- Staff, students, and families are proficient users of core systems
 - *Measure: annual review of school administration software platform (Frontline); annual survey*
- Increased user adoption rates for core systems by staff, students, and families
 - *Measure: annual review of SIS subscribers (Alma); utilization dashboard*
- Core systems training resources are available and accessed
 - *Measure: training documentation; annual survey*

SUMMARY OF STAKEHOLDER FEEDBACK

Feedback from stakeholders across SAU 67 reflects an overwhelmingly positive perception of our schools, programs, staff, and community. Feedback from students, staff, parents, community members, and alumni consistently highlighted the strong relationships, welcoming culture, and meaningful student opportunities that define our schools.

The SAU's commitment to providing engaging and supportive learning environments where students are challenged academically, encouraged to grow personally, and prepared holistically for future success were widely recognized. Responses also reflected confidence in the district's communication, community partnerships, and student-centered approach. At the same time, stakeholders also shared thoughtful feedback that surfaced important ideas for improvement and growth. All input was valued and reviewed, and it will continue to inform our ongoing work as a district.

Overall, this feedback reinforces the strong foundation already in place across Bow and Dunbarton and reflects our shared commitment to excellence in education and continuous improvement for every student and every staff member. As we move forward with the 2026–2031 Strategic Plan, we will continue building upon the many strengths of our schools through thoughtful planning, meaningful partnerships, and a steadfast focus on student success, ensuring every student is supported, challenged, and prepared for whatever future path lies ahead.

APPENDIX: GLOSSARY OF TERMS

Academic Supports: A wide array of educational services, resources, and instructional strategies designed to help students overcome learning challenges, accelerate their progress, and meet educational standards.

Administration: A team of educators tasked with the management of a school district's operations, staff, and strategic direction.

Administrator's Rationale: A narrative prepared by a school administrator or department leader explaining the justification for proposed budget requests, reductions, or changes and how those recommendations support district priorities and operational needs.

Advanced Placement (AP): A program of college-level courses and exams offered to high school students. Developed by the College Board, they offer a rigorous curriculum and give students the opportunity to earn college credit or skip introductory college classes by scoring well on end-of-year exams.

Alma Software: Student Information System (SIS) that helps schools track student data, grades, attendance, and communication all in one place.

Analytics: The systematic process of discovering, interpreting, and communicating meaningful patterns in data.

Annual Survey: A systematic, once-a-year data collection tool used to measure the perceptions, satisfaction, and alignment of key stakeholders regarding the district's short and long-term goals.

Assessment: An evaluation for progress with regard to standards.

Audit: An external review process used to confirm that the district is following financial rules and procedures and managing finances responsibly.

APPENDIX: GLOSSARY OF TERMS

Best Practices: Teaching strategies, methods, and approaches that are widely recognized—through research and experience—as most effective in promoting student learning and engagement.

Branching Minds: A leading K-12 educational technology platform that was designed to support schools in doing the work of MTSS and to make personalized learning sustainable for schools and teachers.

Classroom Observations: A formal scheduled observation or an informal unscheduled walkthrough where an administrator, evaluator, or peer observes a teacher's instruction for an extended period.

Collaborative Planning: A structured, ongoing process where educators work together to design lessons, analyze student data, align curriculum, and share instructional strategies.

Core Systems: The fundamental software, infrastructure, and hardware technologies that form the backbone of an organization's operations.

Curriculum: A structured set of learning experiences, goals, content, and assessments that guide what students are taught. In NH, local school districts or SAUs make curriculum decisions.

Curriculum Map: A visual document that illustrates the alignment between a program's learning goals and its required courses. It helps educators track when specific skills are introduced, reinforced, and mastered, ensuring the curriculum remains coherent while identifying any teaching gaps or redundancies.

Curriculum Review Cycle: A systematic, ongoing process where educational institutions evaluate, update, and improve their academic programs, instructional resources, and standards on a multi-year rotating schedule.

Data Dashboard: A visual information management tool that tracks school based and SAU wide key performance indicators (KPIs) and metrics.

Differentiated Instruction: Teaching approach that varies instruction to meet the diverse needs of learners in content, process, products, or learning environment.

APPENDIX: GLOSSARY OF TERMS

Dual Enrollment: Allows students to earn both high school and college credit simultaneously through partnerships with Southern New Hampshire University (SNHU) and the Community College System of New Hampshire (CCSNH).

Enrichment Opportunities: Educational activities, programs, and experiences that extend beyond the core curriculum to deepen student learning, foster creativity, and develop specialized talents.

Extended Learning Opportunities (ELO): Credit-bearing learning experiences that take place outside the traditional classroom.

Frontline Software: A school administration software suite built specifically for K-12 school districts. It centralizes district operations including human resources, absence tracking, and professional development.

Future Ready Schools® : An approach to teaching and learning that prioritizes personalized learning experiences to meet the unique needs, strengths, interests, and goals of each student. Future Ready Schools provide flexible pathways for learning, encourage student voice and choice, leverage technology as a tool for engagement and growth, and support students in developing the knowledge, skills, and dispositions needed to succeed.

Grading Calibration: The process of aligning evaluators to ensure they score assignments or performance reviews uniformly using a shared rubric. The goal is to eliminate bias and ensure fairness regardless of who is doing the grading.

Honors Option: Allows students to elevate their curriculum to an honors level by completing additional, more rigorous requirements to earn distinguished credit on their transcripts.

Intervention Systems: The structured methods, organizational frameworks, or machine-based networks used to generate and process new ideas.

APPENDIX: GLOSSARY OF TERMS

Key Performance Indicator (KPI): A quantifiable, measurable value used to evaluate how successfully an organization, project, or system is achieving its primary objectives.

Mentorship: An experienced individual (the mentor) guides, coaches, and supports a less experienced individual to foster personal and career growth.

Multi-Tiered Systems of Support (MTSS): Framework for addressing academic and behavioral needs of all students through layered levels of support: Tier 1 (Universal), Tier 2 (Targeted), Tier 3 (Intensive).

Personalized Learning: Instruction tailored to a student's strengths, needs, interests, and goals, often with flexible pacing and choice.

Performance Levels: A standardized benchmark or metric used to evaluate, measure, and classify performance.

Professional Learning Communities (PLCs): A collaborative group of educators who meet regularly to analyze student data, share teaching strategies, and work together to improve student achievement.

Professional Development (PD): Ongoing training and learning experiences that improve educators' knowledge, skills, and effectiveness.

Professional Learning: An ongoing, collaborative process through which educators and professionals build knowledge, skills, and practices.

Program Analytics: The methods used to evaluate the efficiency, performance, and outcomes of organizational programs or software systems.

Redundancies in Learning: The presentation of the same information in multiple forms or formats at the same time.

APPENDIX: GLOSSARY OF TERMS

Rigor: The intentional design of learning experiences that require higher-order cognitive processing. It challenges students to think critically, apply knowledge to new situations, and solve complex problems.

School Administrative Unit (SAU): The management body responsible for administrative functions in one or more NH school districts. SAU 67 is comprised of the Bow and Dunbarton School Districts.

School Board: A locally elected body responsible for the oversight, policy-making, and fiscal management of a local public school district.

SchoolLinks: The digital platform used for college and career readiness. It provides students with an all-in-one hub to explore careers, track graduation requirements, and manage college applications.

Stakeholders: Any individual, group, or organization that can affect or be affected by the outcome of a project, business, or policy.

Strategic Planning Committee: A diverse, temporary working group tasked with guiding, drafting, and finalizing a school district's multi-year strategic plan. This committee acts as the collaborative engine of the planning process, gathering community input, analyzing data, and translating the district's vision into concrete goals and KPIs.

Student Information System (SIS): A centralized software platform used by school districts to manage, track, and store all critical student data and administrative records. Alma is the current SIS for SAU 67.