

# HOPKINTON SCHOOL DISTRICT

## 2023 – 2028 Strategic Plan



# Preface

Our community is exceptionally generous and has made education a top priority by providing our school district with the resources needed to make Hopkinton an educational leader in New Hampshire. We have all benefited greatly from this investment.

The Hopkinton School Board, in its dedication to executing this 5-Year Strategic Plan, understands and appreciates that all educational planning must be mindful of the financial impact of our decisions on the diversity of taxpayers in our community. We believe that through proper planning, open and transparent process and robust discussion, our students, schools and community will continue to thrive.

Over the past several years, the board has developed a clear line-item budget and has worked closely with the budget committee to bring forward budgets that meet our responsibilities equitably and with transparency. While we have seen great improvements, there is more work to be done. Through better management, revisions in hiring practice, active support of trust funds, and acknowledgment of realistic growth we will strive to meet the needs of the Hopkinton School District and our community.

This 5-year strategic plan is not intended to provide all the answers, but rather, to create the roadmap for continued educational success. Looking forward, the primary task of the board is to implement the goals of this plan in a financially responsible manner. We are confident that by working together - school district, budget committee and Hopkinton voters - we can use this strategic plan to build greater understanding of the needs of the district, establish clear priorities and fund them appropriately.

## Strategic Plan Frequently Asked Questions

**1) Q: What is a strategic plan?**

*A: It is a guiding document designed to communicate the long-range plan and associated goals of the school district. The document is broken down into the foundational elements critical to providing the best educational outcomes for students. Each element contains broad goals, objectives, action items, and a timeline for completion over five years. The goals are developed with extensive input from community stakeholders.*

**2) Q: Why does a school district need a strategic plan?**

*A: The daily operation of a school district is a complex endeavor because its primary purpose is to educate students. There is no single definition of what constitutes a high-quality education. As informed by current research, each district must define what will serve the best educational interests of the children in their community. In doing so, they must consider the desires and feedback of those they serve. Effective school districts engage in planning that is aspirational, operational, and aligned with the values of the community. This planning serves to produce positive outcomes in the near and long term. An established plan also acts as an anchor when there are changes in key personnel ensuring that the organization continues to forge ahead during a transition.*

**3) Q: How is a strategic plan used?**

*A: The strategic plan outlines the priorities of the school district for the community. The plan is a framework for action and accountability that guides the district in setting a variety of goals over the five-year period as well as monitoring progress towards completion.*

**4) Q: Why are the goals broad versus specific?**

*A: Broad goals serve to communicate the intent of what the school district wants to accomplish in the next five years. The objectives and action items are more specific and were crafted from the feedback from the stakeholder surveys. The school board, superintendent, and the professional staff in each building will drill down into the fine details as they draft specific, measurable goals on an annual basis that are aligned to the plan.*

**5) Q: Costs drive everything, why is there not a standalone financial element?**

*A: After thoughtful consideration, the Steering Committee decided it was best to include financial considerations within the action items of each element of the plan. This ensured that appropriate consideration was given to the cost and relative value of delivering a high-quality education as it pertains to each element.*

**6) Q: What if the district needs to do something that is not identified within the plan?**

*A: This plan is designed to be flexible to adapt to the needs of the future. The school board in collaboration with the superintendent can decide to amend and update any portion of the plan as needed.*

## Table of Contents

|                                                              |    |
|--------------------------------------------------------------|----|
| <b>I. The Process</b>                                        | 1  |
| <b>II. Demographics</b>                                      | 2  |
| Enrollment Data                                              | 2  |
| Assessment Info                                              | 2  |
| Projected Enrollment and Historical Trends                   | 3  |
| Projected Enrollment and Historical Trends K-12 2010 to 2030 | 3  |
| Distinguished Awards                                         | 4  |
| <b>III. Strengths, Weaknesses, Opportunities, Threats</b>    | 4  |
| A. Culture and Climate                                       | 4  |
| B. Curriculum, Instruction, and Assessment                   | 5  |
| C. Facilities and Grounds                                    | 7  |
| D. Safety and Security                                       | 8  |
| E. Student Wellness                                          | 8  |
| <b>IV. District &amp; Community Trends</b>                   | 9  |
| <b>V. Goals</b>                                              | 10 |
| Culture and Climate                                          | 10 |
| Goal 1                                                       | 10 |
| Goal 2                                                       | 10 |
| Goal 3                                                       | 11 |
| Curriculum, Instruction, & Assessment                        | 12 |
| Goal 1                                                       | 12 |
| Goal 2                                                       | 12 |
| Goal 3                                                       | 13 |
| Facilities & Grounds                                         | 14 |
| Goal 1                                                       | 14 |
| Goal 2                                                       | 15 |
| Goal 3                                                       | 15 |
| Goal 4                                                       | 16 |
| Safety & Security                                            | 16 |

Hopkinton School District 2023-2028 Strategic Plan

Goal 1 ..... 16

Student Wellness ..... 18

    Goal 1 ..... 18

    Goal 2..... 18

    Goal 3..... 19

**VI. Moving Forward** ..... 19

**VII. Appendix**..... 20

    Community Survey Results:..... 20

    Population Trends..... 20

    Strategic Plan at a Glance ..... 21

## I. The Process

---

During their regularly scheduled meeting on October 26, 2021 the Hopkinton School Board adopted the Strategic Plan Committee Charter which served to create the Strategic Plan Steering Committee. The committee met regularly from November 2021 to March 2022.

As outlined in the charter, the process began with the recognition that the development and implementation of a comprehensive strategic plan is needed to meet the needs of all students in the Hopkinton School District. The role of the SPSC is to make recommendations to the Hopkinton School Board creating a five-year strategic plan that builds upon existing strengths and identifies future areas for growth.

The committee began by conducting an informal assessment of the district's current strengths, weaknesses, opportunities, and threats. The committee decided that the proposed plan should consist of five elements: 1) Student Wellness, 2) Culture and Climate, 3) Curriculum, Instruction, and Assessment, 4) Facilities and Grounds, and 5) Safety and Security.

Members of the committee then conducted their own outreach to stakeholders in the community to gather feedback as they related to these five elements and beyond. The committee also reviewed and provided input to create surveys to the following stakeholder groups: 1) Current HMHS students 2) All staff in the HSD 3) The community at large. Survey responses were robust, yielding over 700 individual responses to a variety of questions.

A qualitative analysis of the information above provided the committee with incredibly valuable feedback regarding the five elements of the plan and other information worthy of consideration.

The Strategic Planning Steering Committee would like to thank the many members of the community, students, parents, and staff who participated in the creation in this Strategic Plan. This document will serve as a guide in aligning the priorities across the entire district for the next five years.

Respectfully,

HSD Strategic Planning Steering Committee:

Jonathan Cohen, Budget Committee Member

Michael Flynn, Superintendent

Amanda Gilman, Parent

Norm Goupil, Hopkinton School Board Member

Christopher Kelley, Hopkinton Middle High School Principal

Catharine Matteo, Parent

Jim O'Brien, Hopkinton School Board Chair

Anna Wells, Select Board Member, PTA President

Scott Zipke, Hopkinton Educators Association President

## II. Demographics

The Hopkinton School District serves the town of Hopkinton, NH. The 2019 Census estimate for Hopkinton was 5,761 residents, ranking it 60<sup>th</sup> among New Hampshire's 235 incorporated cities and towns. According to the Community Profiles Report at NH Employment Security Hopkinton contains 43.3 square miles of land area.

### Enrollment Data

New Hampshire Department of Education Data as of October 01, 2021

- The enrollment for the HSD was 924 from preschool through grade 12, according to the District Fall Enrollment Report of 2021.
- The HSD has a Free/Reduced Lunch Rate of 3.03%\* versus the NH State average of 20.89%
- The HSD

*\* Prior to the pandemic, the Free/Reduced Lunch Rate was close to 6%. The lower rate above is likely attributed to the fact that all students were provided with free lunches throughout the pandemic eliminating the requirement for families to submit an application.*

| 2021 HSD Enrollment               | Total 924 |
|-----------------------------------|-----------|
| Preschool                         | 33        |
| Kindergarten                      | 47        |
| Elementary                        | 388       |
| Middle School                     | 135       |
| Hopkinton Middle High School 7-12 | 321       |

Department of Education: [www.education.nh.gov](http://www.education.nh.gov)

| 2021-22 Free/Reduced Lunch |       |
|----------------------------|-------|
| Hopkinton School District  | 3.03% |

Department of Education: <https://www.education.nh.gov/who-we-are/division-of-educator-and-analytic-resources/bureau-of-education-statistics/free-and-reduced-lunch-eligibility>

### Assessment Info

#### New Hampshire Statewide Assessment System

| Achievement Level (%) | ELA | Math | Science |
|-----------------------|-----|------|---------|
| Proficiency           | 65% | 45%  | 38%     |

#### Class of 2022 SAT Scores

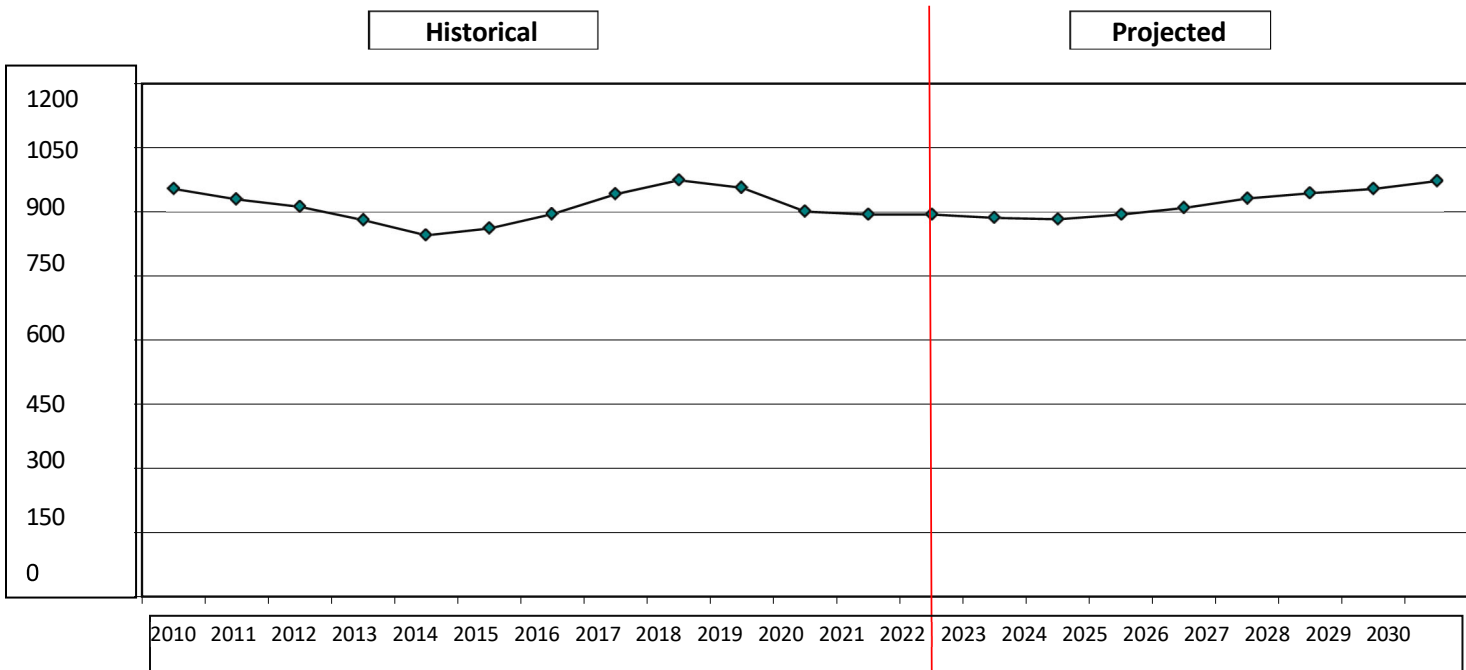
|             | HMHS | State Average |
|-------------|------|---------------|
| Reading     | 542  | 517           |
| Mathematics | 539  | 510           |

# Hopkinton School District 2023-2028 Strategic Plan

## Projected Enrollment and Historical Trends

| Projected Enrollment in Grade Combinations |     |     |     |      |      |      |     |      |      |
|--------------------------------------------|-----|-----|-----|------|------|------|-----|------|------|
| Year                                       | K-3 | 4-6 | K-6 | PK-3 | PK-6 | PK-8 | 7-8 | 7-12 | HMHS |
| 2022-23                                    | 263 | 204 | 467 | 295  | 499  | 630  | 131 | 428  | 297  |
| 2023-24                                    | 260 | 203 | 463 | 293  | 496  | 642  | 146 | 424  | 278  |
| 2024-25                                    | 287 | 193 | 480 | 321  | 514  | 655  | 141 | 404  | 263  |
| 2025-26                                    | 295 | 203 | 498 | 330  | 533  | 664  | 131 | 397  | 266  |
| 2026-27                                    | 286 | 221 | 507 | 322  | 543  | 682  | 139 | 403  | 264  |
| 2027-28                                    | 298 | 236 | 534 | 335  | 571  | 701  | 130 | 398  | 268  |
| 2028-29                                    | 294 | 246 | 540 | 332  | 578  | 710  | 132 | 404  | 272  |
| 2029-30                                    | 293 | 239 | 532 | 332  | 571  | 740  | 169 | 422  | 253  |
| 2030-31                                    | 293 | 252 | 545 | 333  | 585  | 749  | 164 | 427  | 263  |

## Projected Enrollment and Historical Trends K-12 2010 to 2030



## **Distinguished Awards**

2013 School NH Counselor of the Year: Jackie Kleiner, Harold Martin School.

2013 NHASCD Excellence in Education Eddy Award: Bill Carozza, Harold Martin School

2014 New Hampshire Society of Technology Educators Susan Janosz Technology Impact Eddy Award, Bill Carozza, Harold Martin School

2018-2021 US News & World Report #2 Best High School in New Hampshire: Hopkinton High School

2019-2020 NRRA School Recycler of the Year Award: Maple Street School

2019 US Department of Education National Blue-Ribbon Award: Maple Street

School 2022 Christa McAuliffe Sabbatical Award: Elizabeth Cannon, Harold Martin School

## **III. Strengths, Weaknesses, Opportunities, Threats**

---

### **A. Culture and Climate**

The HSD is committed to collaborating with students, families, and the community at large to create and support a positive school culture and environment. This is evident in the number of awards highlighting the achievements of staff and school over time. Additionally, there were a number responses indicating high levels of respect between staff, students, and families.

The HSD maintains strong community support as evident through parent participation in groups such as the local chapter of the PTA, private fundraising efforts, and support for budgets and negotiated staff contracts over time.

The HSD is working towards implementation of a Multi-Tiered System of Supports for Students vertically aligned PreK-12. This system will extend beyond academics to be inclusive of social and emotional learning outcomes allowing the district to strengthen the culture and climate as it currently exists.

The district recognizes that effective communication, transparency, and outreach to all stakeholders is critical to ensuring the success of the district. Sharing information, celebrating success, and identifying areas of growth will improve upon the existing positive school culture and climate.

#### *Strengths*

- High levels of respect exist between teachers, students, administration, and families.
- Students' perception that teachers are excited to be at school correlate with teacher responses.
- Students feel that they are provided the tools and resources they need to learn.
- 86% of staff indicate that they enjoy working with the colleagues compared to 6% who reported that they did not.
- Teachers and administrator visibility in school and at events outside of school hours.

## Hopkinton School District 2023-2028 Strategic Plan

- Overall perception by the community that education in the district continues to improve over time.

### *Weaknesses*

- Only 19% of students feel that their peers are excited to be at school.
- Only 25% of students feel that their peers are motivated to learn.
- Ensure that all schools take advantage of opportunities to celebrate staff achievements.
- Only 40% of staff are satisfied with how information is communicated at their school.
- The perception that the athletics program is more valued than other extra-curricular activities.

### *Opportunities*

- Increase perception among students that discipline is handled in fair manner.
- Create more opportunities to recognize students for their accomplishments in and out of the classroom.
- Increase the number of students and members of the community at large who feel that school is an emotionally safe, equitable, and inclusive environment for all students.
- Expand efforts to ensure information is communicated to students, families, and the community at large in a timely manner.
- Ensure that all staff feel supported in expressing concerns regarding culture and climate to building administration.
- Identify more opportunities for district and building administration to be more present in classrooms during the school day.

### *Threats*

- Only 42% of staff feel that they are well compensated at their school.
- Staff perception of the recent impact of legislation at the state level on their ability to provide instruction to students.
- Current and post impact of the COVID pandemic.
- Decreasing availability of highly qualified staff in all areas.

## **B. Curriculum, Instruction, and Assessment**

The Hopkinton School District has an outstanding reputation for academic achievement and excellence in all grades PreK-12. The small size of each school and low class sizes allow for teachers and students to know one another translates to positive outcomes in student achievement.

Most instructional practices are driven by teachers through the use of Professional Learning Communities (PLCs). Internal assessments at the both the building level and central office suggest teacher led PLCs contribute to the district's strong academic performance. Students graduate and matriculate at two- and four-year colleges at higher rates than many high schools in the state. Students also have access to a wide variety of courses in technical education through the district's partnership with the Concord Regional Technology Center. These courses can lead to a successful matriculation at a two-program at a technical school in a related field.

Students also have access to Extended Learning Opportunities that allow them to research and design their own learning experiences, internships, and externships while earning credit towards graduation.

### *Strengths*

- The academic relationship between teachers and students.
- High expectations for students.
- Staff utilization of PLC models to review instructional best practices.
- Small class sizes.
- Small size and single town district allow students and staff to feel noticed and appreciated.

## Hopkinton School District 2023-2028 Strategic Plan

- Rigorous curriculum as led by the staff at each school.
- Strong standardized test scores.
- Ranked #2 high school in New Hampshire for 2021 by U.S. News and World Report.
- Highly knowledgeable, passionate, and hard-working staff who focus on students first.
- Students are provided with the tools and resources they need to learn.
- Strong athletic program providing opportunities for learning outside of the traditional classroom.
- Comprehensive course and extracurricular offerings despite the small size of the school.
- Teachers and students report that a high-quality education is being delivered and received.
- Current parents and graduates of the Hopkinton School District report high levels of satisfaction with the quality of instruction received.
- Current parents and graduates of the Hopkinton School District feel well prepared for life after high school.

### *Weaknesses*

- Lack of a centralized process to vet, review, and curriculum PreK-12.
- The perception that the district's academic reputation is a priority over student wellness.
- More collaborative communication from district committees to staff so each building does not feel they are working in isolation.
- Communicating the successes and needs of the district is not consistent.
- The current model for Multi-Tiered System of Supports is lacking in structure and consistency across grades K-12.
- Limited number of School Counseling staff to handle both the college process and emergent mental health issues.

### *Opportunities*

- Development of a mentoring program for staff new to the district.
- Increase funds for instructional resources for staff to develop curriculum.
- Greater collaboration between special and general education teachers with to better allow for differentiation of instruction to meet the diversity in student learning needs.
- Find opportunities to be more inclusive of all support staff in supporting the needs of students with varying levels of needs.
- Increase transparency around the district's existing curriculum through better communication with families in the district and community at large.
- Increase opportunities within the curriculum to support students in becoming culturally competent citizens of the nation and the world.
- Increase opportunities to address sustainability issues within the existing curriculum.
- Increased transparency to all stakeholders about the associated costs and budgetary impacts of curriculum related items in the annual budget.
- Review areas of curriculum where useful skills for life after high school can be integrated.
- Create opportunities for collaborative partnerships between the district and families with students who qualify for an IEP or 504.

### *Threats*

- Current and post impact of the COVID pandemic.
- State and federal decisions impact on funding public education in New Hampshire.
- Cuts to proposed budgets.
- Decreasing availability of highly qualified staff in all areas.
- Perceived lack of communication and transparency as it relates to the presentation of the annual budget to stakeholders who do not have children and/or do not have children in the school system.

## **C. Facilities and Grounds**

The Hopkinton School District consists of three properties all located in town.

### **Harold Martin School**

Harold Martin School is located at 271 Main Street in the town of Hopkinton, NH. The school was built in 1958 with structural additions in 1998 and 2021 renovation to the main entrance area. The school property consists of the school building, outdoor recreation areas, playground, and parking lot. The school provides education for grades PreK-3.

### **Maple Street Elementary School**

Maple Street School is located at 194 Maple Street in the town of Hopkinton, NH. The school property consists of the school building, outdoor recreation areas, and three parking lots. The SAU office building is located on school property adjacent to the school main entrance. The school was built in 1958 with structural additions in 1997. The school provides education for grades 4-6.

### **Hopkinton Middle High School**

Hopkinton Middle High School is located at 297 Park Avenue in the town of Contoocook. The school property consists of the school building, multiple sports fields, and two parking lots. The school was built in 1953 with structural additions in 1996 and 1997 and renovations to the science labs in 2021.

#### *Strengths*

- A majority of students feel that school is clean and well maintained.
- The new facilities upgrade to Harold Martin School.
- Renovations and repairs completed in the library/lab and playground at Maple Street Elementary School.
- Upgrades to science labs at HMHS allowing for flexible learning space.
- Upgrades to the Media Centers at Maple Street School, Harold Martin School, and Hopkinton Middle High School.

#### *Weaknesses*

- Inadequate space for instruction and storage.
- Inadequate space for extracurricular activities such as winter athletics, spring training, school dances, or community use.
- Only half of the staff surveyed feel their school buildings are clean and well maintained.
- Inadequate space for teachers to plan and prep, make copies etc.
- Multiple staff commented regarding HVAC related concerns.
- Initiatives aligned to the latest research and best practices around sustainability efforts.
- Communication regarding current sustainability efforts in existence.
- Outside appearance of some buildings and grounds.
- Only 31% of community members are satisfied with how the district plans for the future.

#### *Opportunities*

- Ensure that consistent programs exist for recycling in all schools.
- Review renewable energy programs for their potential impact and possible implementation.
- Update, review, and provide ongoing communication to all stakeholders regarding current and proposed capital improvement plans.
- Review existing custodial staffing and utilization to see if additional FTEs can be allotted for outside grounds.
- Engage student groups such as Student Council and National Honor Society to participate in volunteer campus clean up events.

### *Threats*

- Aging facilities and grounds.
- State and federal decisions impact on funding public education in New Hampshire.
- Decreasing availability of custodial staff to fill empty positions.
- Cuts to proposed budgets.

## **D. Safety & Security**

The Hopkinton School District is committed to providing a safe and secure learning environment for all students and staff. The HSD recognizes that this commitment is in a constant state of evolution. As such, the HSD is dedicated to designating staff at all levels in the district to review and implement safety and security policies, programs, directives, and training within their district and school. Areas of review will include but not be limited to reporting systems, emergency operation plans, staff and faculty training, exercises and drills, school climate, threat assessment, site assessment, student training, and recovery plans.

<https://www.schoolsafety.gov/foundational-elements-school-safety>

### *Strengths*

- 67% of students reported that they feel safe at school as compared to 7% who said that they do not.
- 85% of staff reported that they feel safe at school as compared to 3% who said that they do not.
- 84% of staff reported that they feel safety is a priority at their school as compared to 3% who said that they do not.
- 70% of staff reported that information regarding safety and security is shared regularly in my school/district.

### *Weaknesses*

- Staff assigned to duties such as lunch, recess, dismissal, arrival, etc. are not always provided with reliable long-range tools for communication such as handheld two-way radios connecting them to the administration and main office.

### *Opportunities*

- Increase the percentage from 62% of members of the community who are satisfied with how the district prioritizes safety of students.
- Increase the percentage of students from 67% reporting that they feel safe at school.
- Develop financial plans as part of the CIP process that target safety and security renovations, upgrades, and/or initiatives.
- Seek opportunities to collaborate with the Town of Hopkinton on the implementation of shared enhancements to facilities, grounds, and surrounding fields.
- Provide regular communication regarding the progress of any safety and security renovations, upgrades, and/or initiatives.

### *Threats*

- Current entrance area at HMHS.
- Current landscaping and access road at Harold Martin School.
- Current and post impact of the COVID pandemic.
- State and federal decisions impact on funding public education in New Hampshire.

## **E. Student Wellness**

The New Hampshire Department of Education defines student wellness as the recognition by schools, districts, and educational professionals that there are many factors that impact a student's academic attainment. It is an approach that focuses on supporting the whole child. The

## Hopkinton School District 2023-2028 Strategic Plan

dimensions of wellness include: Emotional, Personal, Intellectual, Physical, Environmental, Occupational, and Social Factors.

### *Strengths:*

- Strong academic programming across all schools.
- 86% of staff believe that instruction provided to students be holistic and inclusive of academics and beyond.
- Positive connection and rapport between staff and students.
- Social connections between friends and peers.
- Robust athletic tradition that provides positive experiences for students outside of the classroom.
- Small school and class sizes allowing for most students to feel connected and known.
- A comprehensive Program of Studies that students believe offers them many choices.
- 67% of students report that they feel safe at HMHS vs 7% who do not.
- 67% of staff believe that their schools are emotionally safe, equitable, and inclusive environment for all students versus 9% that do not believe the same.

### *Weaknesses*

- Student perception that its district does not do enough to promote best practices as they pertain to the sustainability of its resources.
- Student perception that student interest and achievements, interests, and identities should receive the same recognition as the athletic program.
- Only 45% of students feel that their schools are emotionally safe, equitable, and inclusive environments for students versus 24% that do not believe the same.

### *Opportunities*

- District wide review, adoption, and integration of Social and Emotional Learning in collaboration with staff, students, and families.
- Building upon existing perceptions of the staff to ensure students also feel that the HSD is an emotionally safe, equitable, and inclusive environment for all students.
- Utilize existing time to increase opportunities to connect with their school counselors.
- Review utilization of school counseling staff to determine if positions such as a school social worker needs to be added.
- Create more opportunities for all students to feel they can voice their concerns to staff and administration
- Identify and share information with families regarding supports available outside of school for families looking to access mental health services.

### *Threats*

- The impact of COVID on students' overall wellness over time.
- The impact of social media on adolescent development.
- Availability of funding for student wellness initiatives when weighed against competing needs.

## IV District & Community Trends

---

The Strategic Planning Committee identified some internal and external trends currently affecting the school district.

### **District trends include:**

- Currently stable enrollments that are predicted to rise.
- Competing needs for space to support curricular and extracurricular activities.
- Reduced State and Federal Aid to schools.
- Escalating costs for benefits, retirement, and insurance.
- Increasing student mental health needs.

## Hopkinton School District 2023-2028 Strategic Plan

- Increasing emphasis on equity and inclusion as we prepare students to become culturally competent citizens of the nation and world.
- The known and unknown impacts of the multi-year global COVID pandemic.
- Associated costs for maintaining aging facilities and grounds.
- Impact of recent state legislation on classroom instruction.

### V. Goals

---

#### Culture and Climate

**Goal 1:** The Hopkinton School district will strive to create an emotionally safe, equitable, and inclusive environment for all students.

**Objective:** Employ existing and/or outside resources to conduct a school climate and culture audit for each building to identify areas of strength and improvement.

| Action Steps                                                                                                                                                      | School Years |       |       |       |       |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|-------|-------|-------|-------|
|                                                                                                                                                                   | 23/24        | 24/25 | 25/26 | 26/27 | 27/28 |
| a. Identify existing data and/or external tools to gather school culture and climate data under the direction of the district's Health and Safety Committee.      |              |       |       |       |       |
| b. Create a draft of plans for review along with timelines for implementation to address identified areas for growth.                                             |              |       |       |       |       |
| c. Provide status updates regarding the plans on an annual basis at scheduled school board meetings.                                                              |              |       |       |       |       |
| d. Collaborate with building and district personnel to identify whether current MTSS programming targeting SEL needs are adequate or in need of further supports. |              |       |       |       |       |

**Goal 2:** The Hopkinton School District will seek opportunities to highlight and celebrate student and staff achievement in and out of the classroom.

**Objective:** Use internal and external mechanisms of communication to promote the successes of staff and students.

| Action Steps                                                                                                                                                                                               | School Years |       |       |       |       |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|-------|-------|-------|-------|
|                                                                                                                                                                                                            | 23/24        | 24/25 | 25/26 | 26/27 | 27/28 |
| a. Identify & implement internal mechanisms to promote student and staff accomplishment such as daily announcements, bulletin boards, assemblies, and recognition at after school events.                  |              |       |       |       |       |
| b. Identify & implement external mechanisms to promote student and staff accomplishment such as newsletters, board reports, multiple forms of social media as appropriate, and district-wide alert system. |              |       |       |       |       |

### Hopkinton School District 2023-2028 Strategic Plan

|                                                                                                                                                    |  |  |  |  |  |
|----------------------------------------------------------------------------------------------------------------------------------------------------|--|--|--|--|--|
| c. Regularly communicate the accomplishments of students and staff to students, staff, families, and members of the community as appropriate.      |  |  |  |  |  |
| d. Make appropriate use of multiple modes of communication to promote awareness of student, staff, and school accolades to the community at large. |  |  |  |  |  |

**Goal 3:** The Hopkinton School District will seek to increase the quality and quantity of all forms of communication disseminated at every level of the school district.

**Objective 1:** Identify mechanisms at the district level to increase communication to all stakeholders.

| Action Steps                                                                                                                                                           | School Years |       |       |       |       |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|-------|-------|-------|-------|
|                                                                                                                                                                        | 23/24        | 24/25 | 25/26 | 26/27 | 27/28 |
| a. Review the district's current website to identify areas for overhaul and improvement.                                                                               |              |       |       |       |       |
| b. Create a plan complete with timelines for implementation changes to the district's existing website.                                                                |              |       |       |       |       |
| c. Allocate sources of funding through the regular budgeting process to support the process.                                                                           |              |       |       |       |       |
| d. Provide regular communication to all stakeholders regarding any changes to the site as they are made to ensure good communication continues through any transition. |              |       |       |       |       |

**Objective 2:** Identify mechanisms at the school level to increase communication to all stakeholders to foster increased connection with building and district administration.

| Action Steps                                                                                                                                                                                                                                                          | School Years |       |       |       |       |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|-------|-------|-------|-------|
|                                                                                                                                                                                                                                                                       | 23/24        | 24/25 | 25/26 | 26/27 | 27/28 |
| a. Conduct regular outreach and/or meetings between administration and student advisors and leadership groups such as student leadership, National Honor Society, and those who may be underrepresented to provide opportunities to increase student voice in school. |              |       |       |       |       |
| b. Conduct outreach to all parents and members of the community inclusive of those who may be underrepresented through activities like coffee with the administration.                                                                                                |              |       |       |       |       |

**Curriculum, Instruction, & Assessment**

**Goal 1:** Develop and implement a centralized process K-12 for the supervision and evaluation of curriculum in the Hopkinton School District.

**Objective:** Coordinate the horizontal and vertical alignment of the HSD PreK-12 curriculum on a regular basis.

| Action Steps                                                                                                                                                | School Years |       |       |       |       |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|-------|-------|-------|-------|
|                                                                                                                                                             | 23/24        | 24/25 | 25/26 | 26/27 | 27/28 |
| a. Classify the Curriculum Committee as standing committee that meets on a quarterly basis or more as needed.                                               |              |       |       |       |       |
| b. Utilize a variety of mechanisms to communicate progress on large initiatives to the school board, staff, students, families, and the community at large. |              |       |       |       |       |

**Goal 2:** The Hopkinton School District will deliver the highest quality education providing all students the foundation to learn the necessary skills to be successful in school, career, and life.

**Objective 1:** Empower and support students and staff to create and engage in relevant and personalized learning experiences while maintaining the standards for excellence as they currently exist.

| Action Steps                                                                                                                                                                                                                                                                                    | School Years |       |       |       |       |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|-------|-------|-------|-------|
|                                                                                                                                                                                                                                                                                                 | 23/24        | 24/25 | 25/26 | 26/27 | 27/28 |
| a. Maintain staffing levels supporting small class sizes.                                                                                                                                                                                                                                       |              |       |       |       |       |
| b. Ensure all students meet or exceed standardized benchmark criteria.                                                                                                                                                                                                                          |              |       |       |       |       |
| c. Create opportunities for collaborative partnerships between the district and families with students who qualify for an IEP or 504.                                                                                                                                                           |              |       |       |       |       |
| e. Create and implement lessons within the existing curriculum that grow students' ability to master the soft skills and financial literacy skills necessary for success for life after high school.                                                                                            |              |       |       |       |       |
| f. Increase communication to students, families, and the community regarding the availability of career pathways beyond a four-year college to include community college, extended learning opportunities, vocational careers, military service, and non-traditional courses for certification. |              |       |       |       |       |
| g. In collaboration with the Superintendent, develop and maintain a multipronged and consistent approach to communicating the successes and needs of the district as they relate to all aspects of the education program in the HSD.                                                            |              |       |       |       |       |
| h. Provide opportunities for increased collaboration between special and general educators to best allow for the differentiation of instruction to meet the diverse learning needs of all students.                                                                                             |              |       |       |       |       |
| i. Enhance awareness and visibility around the role and value of all support staff in every building in the HSD                                                                                                                                                                                 |              |       |       |       |       |
| j. Create and implement a financial plan to maintain staffing levels supporting small class sizes.                                                                                                                                                                                              |              |       |       |       |       |

## Hopkinton School District 2023-2028 Strategic Plan

**Objective 2:** Ensure all staff have the necessary resources to provide high quality instruction in alignment with the latest research and best practices.

| Action Steps                                                                                                                                                                                                | School Years |       |       |       |       |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|-------|-------|-------|-------|
|                                                                                                                                                                                                             | 23/24        | 24/25 | 25/26 | 26/27 | 27/28 |
| a. Expand opportunities within the curriculum that support the development of students in becoming culturally competent citizens of the nation and the world.                                               |              |       |       |       |       |
| b. Create, implement, and communicate a transparent process that allows all stakeholders an appropriate level of access to curriculum in the district.                                                      |              |       |       |       |       |
| c. Establish, maintain, and review a consistent process for Multi-Tiered System of Supports across the district as directed by the central office.                                                          |              |       |       |       |       |
| d. Develop and maintain a financial plan that supports learning in the classroom for all instructional materials inclusive of technology and beyond.                                                        |              |       |       |       |       |
| e. Explore opportunities in the school counseling curriculum to expand staffing and/or program for the emergent mental health needs of all students.                                                        |              |       |       |       |       |
| f. Present a proposal to the HSB that includes but is not limited to the financial and curricular supports for all new and existing curriculum and staffing as it relates to the school counseling program. |              |       |       |       |       |
| g. Expand opportunities within the existing curriculum providing students exposure to the latest research and practices regarding sustainability of the environment.                                        |              |       |       |       |       |

**Goal 3:** The Hopkinton School District will recruit, recognize, and develop the most effective personnel.

**Objective 1:** Develop and implement a comprehensive mandatory mentoring program for all instructional staff new to the district.

| Action Steps                                                                                                                                                                                    | School Years |       |       |       |       |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|-------|-------|-------|-------|
|                                                                                                                                                                                                 | 23/24        | 24/25 | 25/26 | 26/27 | 27/28 |
| a. Establish goals and related outcomes for a consistent mentoring program across all three buildings in the HSD                                                                                |              |       |       |       |       |
| b. Monitor, review, and evaluate the program on an annual basis to include feedback from all participants.                                                                                      |              |       |       |       |       |
| c. Under the direction of the central office, establish a district wide committee responsible for the review and recommendations to update and amend the professional growth model for the HSD. |              |       |       |       |       |
| d. Develop and maintain a financial plan that supports and maintains the professional growth model year after year.                                                                             |              |       |       |       |       |
| e. Provide status updates regarding the mentoring program on an annual basis at scheduled school board meetings.                                                                                |              |       |       |       |       |

## Hopkinton School District 2023-2028 Strategic Plan

**Objective 2:** Establish multiple pipelines to recruit, attract, and retain the highest quality personnel.

| Action Steps                                                                                                                                                  | School Years |       |       |       |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|-------|-------|-------|
|                                                                                                                                                               | 23/24        | 24/25 | 25/26 | 26/27 |
| a. Conduct outreach to state colleges and beyond to create opportunities to job shadow, intern, or participate in informational interviews.                   |              |       |       |       |
| b. Utilize online job posting sites beyond edjobsnh.com to advertise open positions.                                                                          |              |       |       |       |
| c. Employ traditional print sources to advertise open positions as appropriate in order to make the application process more accessible.                      |              |       |       |       |
| d. Make appropriate use of social media to advertise new job postings in the HSD.                                                                             |              |       |       |       |
| e. Consistently advertise open positions via communications from schools to families with students in the district through newsletters, school websites, etc. |              |       |       |       |

### Facilities & Grounds

**Goal 1:** Develop and implement a centralized process for the supervision and maintenance of all buildings and surrounding grounds in the Hopkinton School District.

**Objective:** Take advantage of opportunities resulting from staff attrition and other budgetary circumstances to review, implement, and reorganize processes that increase operational efficiency.

| Action Steps                                                                                                                          | School Years |       |       |       |       |
|---------------------------------------------------------------------------------------------------------------------------------------|--------------|-------|-------|-------|-------|
|                                                                                                                                       | 23/24        | 24/25 | 25/26 | 26/27 | 27/28 |
| a. Provide the rationale for any reorganization as part of the annual budget process.                                                 |              |       |       |       |       |
| b. Draft, align, implement, job descriptions of impacted positions, when necessary, in collaboration with the Hopkinton School Board. |              |       |       |       |       |

**Goal 2:** The Hopkinton School District will recruit, recognize, and develop the most effective maintenance, custodial, and grounds personnel.

**Objective:** Establish effective hiring practices to recruit, attract, and retain the highest quality personnel.

| Action Steps                                                                                                                                | School Years |       |       |       |       |
|---------------------------------------------------------------------------------------------------------------------------------------------|--------------|-------|-------|-------|-------|
|                                                                                                                                             | 23/24        | 24/25 | 25/26 | 26/27 | 27/28 |
| a. Utilize online job posting sites beyond edjobs.com to advertise positions.                                                               |              |       |       |       |       |
| b. Utilize more traditional print sources when as appropriate make the application process more accessible.                                 |              |       |       |       |       |
| c. Employ social media to advertise new job postings in the HSD.                                                                            |              |       |       |       |       |
| d. Advertise open positions on a consistent basis in communications from the district and school to families with students in the district. |              |       |       |       |       |

**Goal 3:** The Hopkinton School District will maintain and keep in good physical repair it's physical assets as they relate to all facilities and related grounds.

**Objective:** Establish, maintain and fund a Capital Improvement Plan in order to fund critical infrastructure projects in a fiscally responsible manner over a multi-year period of time.

| Action Steps                                                                                                                                                                                                        | School Years |       |       |       |       |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|-------|-------|-------|-------|
|                                                                                                                                                                                                                     | 23/24        | 24/25 | 25/26 | 26/27 | 27/28 |
| a. Create a priority list of potential projects related to critical infrastructure needs inclusive of desired outcomes and timelines for completion.                                                                |              |       |       |       |       |
| b. Seek opportunities to collaborate with the Town of Hopkinton on shared enhancements to facilities, grounds, and surrounding fields.                                                                              |              |       |       |       |       |
| c. Conduct an audit quantifying existing utilization of space in all buildings, including the SAU, and determine whether funds need to be allocated to increase existing spaces identified and prioritized by need. |              |       |       |       |       |
| d. Provide quarterly status updates regarding the status of funds maintained in the CIP at regularly scheduled school board meetings.                                                                               |              |       |       |       |       |
| e. Maintain district-wide Joint Loss Management Committee that meets on a quarterly basis to examine workplace policies and safety practices in all buildings in the district.                                      |              |       |       |       |       |
| f. Implement the latest best practices regarding routine cleaning of all facilities and grounds in the district.                                                                                                    |              |       |       |       |       |
| g. Maintain and monitor a ticketing system accessible to all staff in the school district to track and prioritize routine maintenance requests from entry to completion in a timely manner.                         |              |       |       |       |       |

## Hopkinton School District 2023-2028 Strategic Plan

**Goal 4:** The Hopkinton School District will review the latest research and best practices around sustainability efforts for their potential impact and implementation in the district.

**Objective:** Establish and maintain a district-wide committee inclusive of key district personnel and community stakeholders to determine the need and potential impact of new and existing sustainability efforts in the district.

| Action Steps                                                                                                                                                        | School Years |       |       |       |       |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|-------|-------|-------|-------|
|                                                                                                                                                                     | 23/24        | 24/25 | 25/26 | 26/27 | 27/28 |
| a. Provide quarterly status updates regarding the mission, goals, and desired outcomes as determined by the committee at regularly scheduled school board meetings. |              |       |       |       |       |
| b. Utilize the CIP process to fund needs as identified by the committee.                                                                                            |              |       |       |       |       |
| c. Communicate progress on sustainability projects on a regular basis through a variety of methods to students, staff, families, and the community at large.        |              |       |       |       |       |

## Safety & Security

**Goal 1:** The Hopkinton School District will provide and maintain safe and secure facilities for all students and staff.

**Objective 1:** Utilize comprehensive communication systems that allow for the fluid sharing of information in a timely manner between the district, parents, students, and first responders.

| Action Steps                                                                                                                                  | School Years |       |       |       |       |
|-----------------------------------------------------------------------------------------------------------------------------------------------|--------------|-------|-------|-------|-------|
|                                                                                                                                               | 23/24        | 24/25 | 25/26 | 26/27 | 27/28 |
| a. Designate and employ a district wide messaging system as the primary way to deliver messages from the office of the superintendent.        |              |       |       |       |       |
| b. Ensure consistent methods for communication exist across all buildings that deliver information to students and parents on a weekly basis. |              |       |       |       |       |
| c. Employ social media as appropriate to deliver information on a regular basis to students, families, and the community at large.            |              |       |       |       |       |

## Hopkinton School District 2023-2028 Strategic Plan

**Objective 2:** Designate staff inclusive of key district, school, and town personnel as appropriate responsible for the review and implementation of safety and security policies, programs, directives, and training for the HSD.

| Action Steps                                                                                                                                                                    | School Years |       |       |       |       |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|-------|-------|-------|-------|
|                                                                                                                                                                                 | 23/24        | 24/25 | 25/26 | 26/27 | 27/28 |
| a. Identify existing committees responsible for safety and security and determine whether they meet the needs of the district as identified in the strategic plan.              |              |       |       |       |       |
| b. Review and update existing plans to ensure the utilization of the latest best practices as they pertain to safety and security policies, programs, directives, and training. |              |       |       |       |       |
| c. Conduct table top/live scenario exercises annually.                                                                                                                          |              |       |       |       |       |
| d. Augment existing safety drills with mock scenarios that require student, staff, and/or parent participation.                                                                 |              |       |       |       |       |
| e. Identify time during school-wide professional development days to ensure that all staff are CPR/First Aid certified.                                                         |              |       |       |       |       |
| f. Identify time during school-wide professional development days to ensure that all staff complete Introduction to Incident Command System Course 100                          |              |       |       |       |       |

**Objective 3:** Participate in regular audits from the NH Department of Safety Division of Homeland Security and Emergency Management and seek to implement recommendations as appropriate.

| Action Steps                                                                                                                                                                              | School Years |       |       |       |       |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|-------|-------|-------|-------|
|                                                                                                                                                                                           | 23/24        | 24/25 | 25/26 | 26/27 | 27/28 |
| a. Secure entry way to HMHS as outlined in NH HSEM 2019 School Security Assessment.                                                                                                       |              |       |       |       |       |
| b. Create and implement a plan addressing all identified issues in the NH HSEM School Security Assessment as they pertain to access to the Harold Martin School.                          |              |       |       |       |       |
| c. Regularly review and update existing protocols around the entry of students, staff, parents, and guests to in collaboration with building/district level health and safety committees, |              |       |       |       |       |
| d. Create and present a financial plan as part of the regular budgeting process to address needs as determined through outside audits and internal recommendations.                       |              |       |       |       |       |
| e. Apply for state and federal grants to offset costs identified in the regular budget process.                                                                                           |              |       |       |       |       |

## Student Wellness

**Goal 1:** The Hopkinton School District will continuously strive to improve every student's social, emotional, intellectual, and physical wellbeing.

**Objective:** Research, identify, and implement evidence-based frameworks that best support social and emotional learning and will serve to increase all students' sense of connection and belonging to the Hopkinton School District.

| Action Steps                                                                                                                                                                                                                    | School Years |       |       |       |       |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|-------|-------|-------|-------|
|                                                                                                                                                                                                                                 | 23/24        | 24/25 | 25/26 | 26/27 | 27/28 |
| a. Direct building level subcommittees inclusive of staff, families, and where appropriate, students to research the latest age-appropriate best practices as they relate to social and emotional learning.                     |              |       |       |       |       |
| b. Select and/or create a framework and identify a timeline for implementation.                                                                                                                                                 |              |       |       |       |       |
| c. Identify which metrics will be used to monitor program progress, i.e., school climate survey results, Youth Risk Behavior Survey, referrals to child study team, health office visits, etc.                                  |              |       |       |       |       |
| d. Identify how the program will align with district and building Multi-Tiered System of Supports.                                                                                                                              |              |       |       |       |       |
| e. Provide communication progress updates on an annual basis at regularly scheduled school board meetings.                                                                                                                      |              |       |       |       |       |
| f. Align elements of the newly adopted/formed program to the academic program as appropriate.                                                                                                                                   |              |       |       |       |       |
| g. Collaborate with student leadership groups such as student council, National Honor Society, and those who may be underrepresented to ensure that student voice is included as appropriate in current and future initiatives. |              |       |       |       |       |

**Goal 2:** The Hopkinton School District will maintain adequate staffing in support of every student's social, emotional, intellectual, and physical wellbeing.

**Objective:** Analyze existing staffing levels and organizational structures by building to ensure that all students social, emotional, intellectual, physical needs are being appropriately met.

| Action Steps                                                                                                                                                                                      | School Years |       |       |       |       |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|-------|-------|-------|-------|
|                                                                                                                                                                                                   | 23/24        | 24/25 | 25/26 | 26/27 | 27/28 |
| a. Conduct an internal audit facilitated by the district Director of Student Services to determine the adequacy of current staffing levels and organizational structures in each school building. |              |       |       |       |       |
| b. Determine whether a school/district social worker and/or contract with outside agency is needed to support the mental health needs of all students.                                            |              |       |       |       |       |

## Hopkinton School District 2023-2028 Strategic Plan

|                                                                                                                                               |  |  |  |  |  |
|-----------------------------------------------------------------------------------------------------------------------------------------------|--|--|--|--|--|
| c. Maintain staffing levels for existing programs such as Advisory and increase if necessary.                                                 |  |  |  |  |  |
| d. Identify & implement opportunities for school-based activities that serve to increase a sense of inclusion and belonging for all students. |  |  |  |  |  |

**Goal 3:** The Hopkinton School District will develop a financial plan that supports every student's social, emotional, intellectual, and physical wellbeing.

**Objective:** District and building leadership will determine areas of need on an annual basis as they relate to student wellness.

| Action Steps                                                                                                                                                                          | School Years |       |       |       |       |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|-------|-------|-------|-------|
|                                                                                                                                                                                       | 23/24        | 24/25 | 25/26 | 26/27 | 27/28 |
| a. Identify areas of need and resulting programs of support through the annual budgeting process.                                                                                     |              |       |       |       |       |
| b. Provide for related funds through the annual budgeting process for staff professional development for current programs and/or new initiatives as they related to student wellness. |              |       |       |       |       |
| c. Employ multiple modes of communication to students, families, and the community regarding current and newly adopted programs as they relate to student wellness.                   |              |       |       |       |       |

## VI. Moving Forward

---

Every goal in the five-year strategic plan has goals, objectives and related action steps. The plan is intended to be used as a roadmap for the Hopkinton School District to follow. As the district begins the process of implementation, flexibility will be key. A basic process for implementation year over year would be as follows:

- May/June 2022:
  - District and building leadership review needs as they relate to the plan and begin discussion of possible goals for the following year.
  - Report out on what was achieved during the current academic year and discuss anticipated needs for the upcoming year at the June school board meeting.
- End of June 2022: Begin the process of drafting goals for the school board, central office, and school buildings.
- End of July/August 2022- Goals for school board, central office, and buildings are finalized.
- August 2022: All goals are shared with staff during the professional development days before school opens. Emphasis will be placed on building level goals.
- September 2022: Staff in each building will draft and finalize their personal goals which will be aligned to building goals in accordance with the time frame in the district's professional growth model.
- May/June 2023: Process begins again.

## Hopkinton School District 2023-2028 Strategic Plan

The Hopkinton School Board in collaboration with the Superintendent shall decide how and when to make any updates or amendments to the five-year strategic plan in response to changing circumstances and/or shifting priorities.

### VII. Appendix

---

**Community Survey Results:** A summary of results is available at: <https://bit.ly/3tm4lma>

**Community Profile:** <https://www.nhes.nh.gov/elmi/products/cp/index.htm>

### Hopkinton

#### Population Trends

Population changes for Hopkinton totaled 2,754 over 49 years, from 3,007 in 1970 to 5,761 in 2019. The largest decennial percent change was a 28 percent increase between 1970 and 1980, followed by a 25 percent increase over the next decade. The 2020 Census estimate for Hopkinton was 5,914 residents, which ranked 60th among 235 New Hampshire's incorporated cities and towns.

| INCOME, INFLATION ADJUSTED \$                  |  | (ACS 2015-2019)  |
|------------------------------------------------|--|------------------|
| Per capita income                              |  | <b>\$44,976</b>  |
| Median family income                           |  | <b>\$105,221</b> |
| Median household income                        |  | <b>\$88,854</b>  |
| Median Earnings, full-time, year-round workers |  |                  |
| Male                                           |  | <b>\$67,911</b>  |
| Female                                         |  | <b>\$48,553</b>  |
| Individuals below the poverty level            |  | <b>3.7%</b>      |

| POPULATION (1-YEAR ESTIMATES/DECENNIAL) |              | (US Census Bureau) |
|-----------------------------------------|--------------|--------------------|
| Total Population                        | Community    | County             |
| 2019                                    | <b>5,761</b> | <b>151,391</b>     |
| 2010                                    | <b>5,589</b> | <b>146,445</b>     |
| 2000                                    | <b>5,412</b> | <b>136,716</b>     |
| 1990                                    | <b>4,816</b> | <b>120,618</b>     |
| 1980                                    | <b>3,861</b> | <b>98,302</b>      |
| 1970                                    | <b>3,007</b> | <b>80,925</b>      |

## Strategic Plan at a Glance

### Culture & Climate

**Goal 1:** The Hopkinton School district will strive to create an emotionally safe, equitable, and inclusive environment for all students.

**Objective:** Employ existing or outside resources to conduct a school climate and culture audit for each building to identify areas of strength and improvement.

**Goal 2:** The Hopkinton School District will seek opportunities to highlight and celebrate student and staff achievement in and out of the classroom.

**Objective:** Use internal and external mechanisms of communication to promote the successes of staff and students.

**Goal 3:** The Hopkinton School District will seek to increase the quality and quantity of all forms of communication disseminated at every level of the school district.

**Objective 1:** Identify mechanisms district level to increase communication to all stakeholders.

**Objective 2:** Identify mechanisms at the school level to increase communication to all stakeholders to foster increased connection with building and district administration.

### Curriculum, Instruction, & Assessment

**Goal 1:** Develop and implement a centralized process K-12 for the supervision and evaluation of curriculum in the Hopkinton School District.

**Objective:** Coordinate the horizontal and vertical alignment of the HSD PreK-12 curriculum on a regular basis.

**Goal 2:** The Hopkinton School District will deliver the highest quality education providing all students the foundation to learn the necessary skills to be successful in school, career, and life.

**Objective 1.** Empower and support students and staff to create and engage in relevant and personalized learning experiences while maintaining the standards for excellence as they currently exist.

**Objective 2:** Ensure all staff have the necessary resources to provide high quality instruction in alignment with the latest research and best practices.

**Goal 3:** The Hopkinton School District will recruit, recognize, and develop the most effective personnel.

**Objective 1:** Develop and implement a comprehensive mandatory mentoring program for all instructional staff new to the district.

**Objective 2:** Establish multiple pipelines to recruit, attract, and retain the highest quality personnel.

## Facilities and Grounds

**Goal 1:** Develop and implement a centralized process for the supervision and maintenance of all buildings and surrounding grounds in the Hopkinton School District.

**Objective:** Take advantage of opportunities resulting from staff attrition and other budgetary circumstances to review, implement, and reorganize processes that increase operational efficiency.

**Goal 2:** The Hopkinton School District will recruit, recognize, and develop the most effective maintenance, custodial, and grounds personnel.

**Objective:** Establish effective hiring practices to recruit, attract, and retain the highest quality personnel.

**Goal 3:** The Hopkinton School District will maintain and keep in good physical repair its physical assets as they relate to all facilities and related grounds.

**Objective:** Establish, maintain and fund a Capital Improvement Funds in order to fund critical infrastructure products in a fiscally responsible manner over a given multi-year period of time.

**Goal 4:** The Hopkinton School District will review the latest research and best practices around sustainability efforts for their potential impact and implementation in the district.

**Objective:** Establish and maintain a district-wide committee inclusive of key district personnel and community stakeholders to determine the need and potential impact of new and existing sustainability efforts in the district.

## Safety & Security

**Goal 1:** The Hopkinton School District will provide and maintain safe and secure facilities for all students and staff.

**Objective 1:** Utilize comprehensive communication systems that allow for the fluid sharing of information in a timely manner between the district, parents, and first responders.

**Objective 2:** Designate staff inclusive of key district, school, and town personnel as appropriate responsible for the review and implementation of safety and security policies, programs, directives, and training for the HSD.

**Objective 3:** Participate in regular audits from the NH Department of Safety Division of Homeland Security and Emergency Management and seek to implement recommendations as appropriate.

## Student Wellness

**Goal 1:** The Hopkinton School District will continuously strive to improve every student's social, emotional, intellectual, and physical wellbeing.

**Objective:** Research, identify, and implement evidence-based frameworks that best

## Hopkinton School District 2023-2028 Strategic Plan

support social and emotional learning and will serve to increase all students' sense of connection and belonging to the Hopkinton School District.

**Goal 2:** The Hopkinton School District will maintain adequate staffing in support of every student's social, emotional, intellectual, and physical wellbeing.

**Objective:** Analyze existing staffing levels and organizational structures by building to ensure that all students social, emotional, intellectual, physical needs are being appropriately met.

**Goal 3:** The Hopkinton School District will develop a financial plan that supports every student's social, emotional, intellectual, and physical wellbeing.

**Objective:** District and building leadership will determine areas of need on an annual basis as they relate to student wellness.