

SAU41 STRATEGIC PLAN PROGRESS

Goal 1: SAU #41 will continuously improve each student's level of achievement and growth.

Objective: Guarantee access to a viable, rigorous, and relevant curriculum that is accessible to all students in the SAU #41 School District.

Action Steps	School Year				
	25/26	26/27	27/28	28/29	29/30
a. Ensure the continued operation of standing Curriculum Committees that meet on a quarterly basis (or more as needed) tasked with monitoring, reviewing, and adjusting the vertical and horizontal alignment of curriculum for grades PreK-12 on an ongoing basis.	✓				
b. Review and update the district's comprehensive and rigorous curriculum, instruction, and assessment system to ensure that all students can meet and exceed state and national standards.	✓				
c. Utilize a variety of mechanisms to communicate progress on initiatives to the school boards, staff, students, families, and the community at large.	✓				
d. Establish district-level Communication Task Forces with the mandate to develop and implement effective and inclusive communication systems, ensuring seamless dissemination of information to all stakeholders concerning district initiatives related to curriculum, instruction, and assessment.	✓				
e. Develop and continuously update a robust financial plan that ensures the implementation of the latest research-based best instructional practices, thereby providing all students with access to high-quality programming tailored to their individual needs.	✓				
f. Identify areas in the curriculum for students to participate in learning experiences allowing them to demonstrate cultural awareness.	✓				

2025-2026: This school year, Diligent subscriptions services allow the public to be notified when new material is posted, and Parent Square allows for school newsletters to be posted to the public website. Our budget development practices are driven by evidence based requests. We have expanded our writing rubrics across the curriculum to ensure students are assessed against the state standards and progress is communicated effectively. MTSS work is expanding along with refocused PLC groups. The elementary school focus has been the implementation of CKLA, Eureka Math², and behavior supports with a special focus on reflecting on *how* we teach and deliver instruction. The middle school completed a math textbook adoption process guaranteeing consistent math resources for grades 7 and 8 math classes. World Language week at the high school supports learning experiences to enhance cultural experiences. The high school is implementing a building based data team with more consistent data work within the MTSS structure. With the new ED306s, all curriculum was realigned with the bulk of the necessary changes taking place at the high school level.

Goal 2: SAU #41 will enhance outcomes for all students through comprehensive and innovative professional development for all staff.

Objective: Expand upon existing robust professional development offerings for staff to ensure that students have continuous access to the highest quality instruction.

Action Steps	School Year				
	25/26	26/27	27/28	28/29	29/30
a. Continually monitor and update district wide Professional Growth Model.					
b. Continue to support Professional Learning Communities for educators to collaborate, share best practices, and integrate knowledge gained from PD opportunities into their delivery of instruction to students.	✓				
c. Create and maintain a financial plan that supports comprehensive and innovative professional development for all staff.	✓				
d. Create and maintain a financial plan that supports the district's Professional Growth Model.					

2025-2026: This school year, the training focus has been on accessing and utilizing data to support informed instruction to best support students learning and growth. Continued training in the elementary schools for both math and literacy has enhanced student outcomes. Additional supports have been put in place to align beliefs and expectations across the board, but especially in the area of Tier 1 and Tier 2 MTSS-B. Across the district, all teachers have engaged in Reframing Behavior training, equipping them with strategies to better understand student behavior and respond in ways to effectively support diverse and evolving needs. At the high school, a good deal of work has been completed to revisit common assessments within common courses. At the middle school, a cohort of teachers began working in an evidence-based literacy professional learning community called Empowering Every Reader, supporting educators in their implementation of structured literacy instruction for struggling readers.

Goal 3: The SAU #41 School District will recruit, recognize, and develop the most effective personnel.

Objective 1: Review and implement a research based, innovative mentoring program for teachers new to the district.

Action Steps	School Year				
	25/26	26/27	27/28	28/29	29/30
a. Align the mentoring program to the district's goals and objectives.	✓				
b. Ensure program flexibility that can be tailored to the individual needs of the teacher.					
c. Establish regular feedback mechanisms between mentor, mentee, and district program coordinator to monitor the efficacy of the program on a quarterly basis.	✓				
d. Create a financial plan that prioritizes resources at the district and building levels to ensure adequate funding for the program.	✓				

2025-2026: This school year, the budgets were developed with an eye to possible removal of Federal Funding programs for personnel growth and development. The mentor program continues to be reviewed and redesigned

annually to ensure it best meets the District's needs. A renewed focus on SAU-wide PLCs for areas such as school counseling, nurses, and specialists have prioritized the growth of those individuals. Placing a highlight on our staff members via social media platforms has emphasized the positive contributions staff members make to our community.

Objective 2: Achieve and maintain peak professional competency for all staff in alignment with both the SAU 41 Strategic Plan and individual districts' professional development plans.

Action Steps	School Year				
	25/26	26/27	27/28	28/29	29/30
a. Implement a regular and systematic performance evaluation system for all instructional staff to ensure consistently high standards district-wide.					
b. Ensure the proportional use of professional development funds be utilized towards achieving district and building level goals as determined by administration.	✓				
c. Develop, implement, and revise highly competitive compensation and benefit packages to retain the highest quality staff district-wide.	✓				

2025-2026: This school year, the three professional staff CBAs are in better alignment and are far more competitive with the current market. Both district and federal grant funds are utilized to achieve the outcomes identified in Goal 1.

Objective 3: Enhance organizational efficiency and employee clarity by conducting a thorough review and update of all job descriptions district-wide.

Action Steps	School Year				
	25/26	26/27	27/28	28/29	29/30
a. Establish a district wide committees charged with the review and regular update of all job descriptions in accordance with timelines established by administration in collaboration with the school boards.	✓				

2025-2026: This school year, the SAU has revised all job descriptions for the superintendent's direct reports. These have been aligned with the current strategic plan. Both the professional and support staff members identified within the CBAs have reviewed their revised job descriptions.

Student Wellness

Goal 1: The SAU 41 School District will foster a safe and inclusive school environment.

Objective 1: Ensure that all students can identify at least one trusted adult in the school.

Action Steps	School Year				
	25/26	26/27	27/28	28/29	29/30
a. Define the "one trusted adult" concept by each school in the district.	✓				
b. Create mechanisms to monitor student access to their one trusted adult in their school.	✓				

2025-2026: This school year, additional focus has been made on developing the classroom community in the elementary schools through morning meeting and closing circles. The Advisory Leadership teams at the secondary level have continued to revise and refine the important work to foster a safe community in the schools.

Objective 2: Maintain and strengthen the perception of the school and district as a socially, emotionally, and intellectually safe and welcoming space.

Action Steps	School Year				
	25/26	26/27	27/28	28/29	29/30
a. Continue to promote and celebrate existing programs and initiatives that contribute to a safe and welcoming environment.	✓				
b. Continue to provide training and related resources to address incidents of bullying and exclusion.	✓				

2025-2026: This school year, the administrators completed additional training around both student and staff investigations with a focus around protective measures. Physical and emotional safety is prioritized in a variety of ways such as creating a School Culture Blueprint, prioritizing safety training, and enhancing school wide assemblies.

Goal 2: The SAU 41 School District will enhance its commitment to nurturing student well-being.

Objective 1: Reduce the percentage of staff who frequently worry about the well-being of students by an agreed upon percentage within one academic year

Action Steps	School Year				
	25/26	26/27	27/28	28/29	29/30
a. Provide staff with training and professional development opportunities that aid them in recognizing and addressing students' well-being needs.	✓				

2025-2026: This school year, schools implemented consistent, student-centered practices that support both academic and social-emotional growth. In addition, the implementation of common rubrics has helped reduce anxiety in the support of learners as there is a presence of clear expectation and consistent feedback. Student well-being is also prioritized with student recognition opportunities such as Golden Wing Awards, Wolfpack Leaders, and others.

Goal 3: The SAU 41 School District will strengthen its current wellness initiatives.

Objective 1: Promote the sustainability of student wellness initiatives through the annual budgeting process.

Action Steps	School Year				
	25/26	26/27	27/28	28/29	29/30
a. Develop comprehensive proposals highlighting the impact and benefits of long-term wellness initiatives.	✓				
b. Create an online resource hub for teachers to access district approved tools and information.					

2025-2026: This school year, we have continued our commitment to the HB Open. Other opportunities are being explored for future years as funding becomes available.

Goal 4: The SAU 41 School District will balance academic achievement with holistic development.

Objective 1 The SAU 41 School District will continue to shift the district culture to prioritize a balanced approach to education focusing on well-being and holistic development.

Action Steps	School Year				
	25/26	26/27	27/28	28/29	29/30
a. Promote collaboration between district leadership and community stakeholders to promote a balanced educational philosophy.					

Goal 5: The SAU 41 School District will address challenges to student well-being.

Objective 1: Mitigate the impact of personal electronic devices and social media on student development.

Action Steps	School Year				
	25/26	26/27	27/28	28/29	29/30
a. Develop and implement digital citizenship and media literacy programs.	✓				

2025-2026: This school year, a curriculum revision cycle is being reviewed with a focus on digital citizenship and literacy programs (in addition to other areas).

Objective 2: Dedicate funding for student wellness initiatives within budgetary constraints.

Action Steps	School Year				
	25/26	26/27	27/28	28/29	29/30
a. Present data on the positive impact of wellness initiatives during the annual budgeting process.	✓				

2025-2026: This school year, MTSS-B systems have been in place, and the data is being collected for review and possible refinement of programming.

Safety & Security

Goal 1: The SAU 41 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 Year				
	25/26	26/27	27/28	28/29	29/30
a. Continue to employ a district wide messaging system as the primary way to deliver messages from the office of the superintendent and building principals.	✓				
b. Continue to 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.	✓				

2025-2026: This school year, Parent Square has been utilized to share out the Superintendent Newsletter and Principal Newsletters. All Principal Newsletters have been revised for greater consistency across the buildings.

Objective 2: Continue to designate staff to oversee safety and security policies, programs, directives, and training for the SAU 41 School District.

Action Steps	School Year				
	25/26	26/27	27/28	28/29	29/30
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, procedures, programs, directives, and training.	✓				
c. Continue to conduct table top/live scenario exercises in all districts and buildings annually.	✓				
d. Ensure all school buildings participate in simulated reunification training.	✓				
e. Continue to provide time during school-wide professional development days to ensure all staff are CPR/First Aid certified.	✓				
d. Identify time during school-wide professional development days to ensure that all staff are have completed Introduction to Incident Command System Course 100.					

2025-2026: This school year, Building Safety Committees continue to thrive, and they are led by a SAU41 Safety Committee that includes local first responders. Safety plans are reviewed at least annually and revised as necessary. Reunification drills have been explored by all buildings at a variety of scales. Table top scenario completed by the SAU41 Principal Leadership team. CPR has been reprioritized by the district, allowing for release time to complete the coursework. Regarding cybersecurity measures, a great deal of effort has gone into revamping our online resource approval process, updating our DPA system, and more effectively approving curriculum software requests to prioritize student safety and financial impact.

Objective 3: Ensure that all buildings participate in regular audits conducted by the NH Department of Safety Division of Homeland and Security and Emergency Management and seek to implement recommendations as appropriate.

Action Steps	School Year				
	25/26	26/27	27/28	28/29	29/30
a. Conduct regular audits of district surveillance systems for optimal coverage, equipment maintenance, and timely repairs.	✓				
b. Develop and implement plans that address all identified issues in the related school security audits.					
c. Regularly review and update existing protocols around the entry of students, staff, parents, and guests in collaboration with building/district level health and safety committees.	✓				
d. Continue to develop financial plans as part of the regular budgeting process that address the needs as determined through outside audits and internal recommendations.	✓				

e. Continue to apply for state and federal grants to offset costs identified in the regular budgeting process.	✓				
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2025-2026: This school year, safety committee meetings have continued to work together to brainstorm the next appropriate steps and priorities. Camera servers have gone through updates, and training has been implemented for the new features. School entryways continue to be enhanced and evaluated to ensure maximum security. The budgeting process begins in the summer and an entire section of the “New Items” spreadsheet is dedicated to safety and security upgrades. The Safety team applied for SAFE grants for each school building.

Facilities & Grounds

Goal 1: The SAU #41 School District will continue to maintain and keep in good physical repair its physical assets as they relate to all facilities and grounds.

Objective: Continue to maintain and enhance facilities and grounds to support and improve student engagement and achievement.

Action Steps	School Year				
	25/26	26/27	27/28	28/29	29/30
a. Continue regular maintenance of school buildings to ensure safe and high-quality spaces for student learning.	✓				
b. Continue regular maintenance of athletic fields and grounds to ensure safe playing surfaces and the extension of student learning and achievement outside of the classroom.					
c. Update regularly priority lists of potential projects related to critical infrastructure needs inclusive of desired outcomes and timelines for completion.	✓				
d. When appropriate, seek opportunities with the towns of Hollis and Brookline on shared enhancements to facilities, grounds, and surrounding fields.	✓				
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 and cleaning requests from entry to completion in a timely manner.	✓				
h. Utilize the existing CIP process to identify, plan, and save for future enhancements to instructional space to support current and future student enrollment that is projected to increase by over 14% by 2033.	✓				
i. Regularly update students, staff, families, and the community on district Capital Improvement Plan progress through a variety of methods.	✓				

2025-2026: This school year, facilities committees have been formed in all three districts to continue to evaluate the facility needs of the buildings. Upgrades to boilers and HVAC are in progress at HBMS, and the boiler was replaced at CSDA. An expansion and renovation project was proposed for HPS, which included over 10 community meetings. An ADA pathway to the CSDA soccer field will be completed by the end of the year, increasing access to all students for use during the school day. New LED lighting was installed in Brookline. Hollis, HSD, and CSD have collaborated to review CIP needs across all entities.

Goal 2: The SAU #41 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 Year				
	25/26	26/27	27/28	28/29	29/30
a. Collaborate with school boards within SAU #41 to negotiate a highly competitive CBAs for all custodians, maintenance, and grounds workers	✓				
b. Collaborate with school boards within SAU #41 to negotiate highly competitive salary and benefit packages for administrative positions responsible for the supervision of the facilities, grounds, and maintenance.	✓				
c. Employ the use of social media to advertise new job openings in the district.					
d. Advertise open position on a consistent basis in principal and SAU communications to families with students in the district.	✓				

2025-2026: This school year, a new CBA was approved for both BTA and BESSA, bringing them up to the same competitive level as the other SAU41 districts. Year 2 of 2 of the administrator compensation model is moving forward for FY27.

Goal 3: The SAU 41 School District will review the latest research and best practices around sustainability efforts for their potential impact and implementation in the school district.

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

Action Steps	School Year				
	25/26	26/27	27/28	28/29	29/30
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 existing CIP process to fund needs as identified by the committee and approved by the board.	✓				
c. Communicate progress on sustainability projects on a regular basis through a variety of methods to students, staff, families, and the community at large.	✓				

2025-2026: This school year, work has been completed for the installation of rooftop solar panels for HBHS and HBMS. The facility committees have prioritized needs based on appropriate funding mechanisms over time.

Culture and Climate Goals

Goal 1: Identify more opportunities to strengthen engagement and recognition for students and staff.

Objective 1: Strengthen existing recognition programs that recognize student achievements and contributions in and out of the classroom.

Action Steps	School Year				
	25/26	26/27	27/28	28/29	29/30
a. Explore and expand recognition initiatives to celebrate varied student achievements, including performing arts, athletics, and clubs, in order to amplify their well-deserved recognition.	✓				

2025-2026: This school year, the Superintendent recognized and celebrated students on the wide array of accomplishments at the Annual Meeting. Parent Square and Principal Board Reports have been used to share more regular updates regarding student accomplishments.

Objective 2: Increase staff awareness of their strengths and contributions.

Action Steps	School Year				
	25/26	26/27	27/28	28/29	29/30
a. Conduct job satisfaction surveys for staff to identify areas of strength to build upon.					
b. Establish recognition programs to celebrate staff achievements and contributions.	✓				

2025-2026: This school year, social media has been used to highlight staff accomplishments. Some buildings have been sending out information in school-wide communications.

Objective 3: Improve communication and collaboration between staff and families in the district.

Action Steps	School Year				
	25/26	26/27	27/28	28/29	29/30
a. Develop and implement a communication plan to promote open dialogue staff and families.	✓				
b. Organize regular meetings for staff and families to foster ongoing collaboration.					

2025-2026: This school year, buildings have recreated their weekly newsletters for better consistency and predictability. In addition, they are sent out via Parent Square, available via the app, email, and posted on the school website.

Goal 2 Enhance district curriculum and values education

Objective 1: Where appropriate, identify areas of the curriculum for the implementation of lessons regarding respect and empathy.

Action Steps	School Year				
	25/26	26/27	27/28	28/29	29/30
a. Develop teaching materials and resources for these lessons.	✓				

2025-2026: This school year, staff have created MTSS-A and MTSS-B leadership teams to develop additional materials and resources for teachers. Staff integrates the resources seamlessly into morning meeting and CKLA where appropriate.

Goal 3: Foster an environment of mutual appreciation and collaboration.

Objective 1: Ensure fair and consistent implementation of district policies and procedures.

Action Steps	School Year				
	25/26	26/27	27/28	28/29	29/30
a. Establish mechanisms for feedback for staff to provide input on building and district policies and procedures.					
b. Provide professional development opportunities to staff and administration on the implementation of policies and procedures.	✓				

2025-2026: This school year, staff were engaged in professional development on the new bell-to-bell ban and its implementation in each building, as well as on the implications of changes to Rule 306. Moreover, the entire leadership team engaged in thoughtful work led by attorneys during the summer leadership retreat.

Objective 2: Promote staff and student visibility at after school events.

Action Steps	School Year				
	25/26	26/27	27/28	28/29	29/30
a. Create incentives for staff and administration visibility at before, during, and after school events.					
b. Identify opportunities through the negotiation of future collective bargaining agreements that require staff attendance at their choice of events throughout the school year.	✓				

2025-2026: This negotiating year, the BTA agreement directly identifies evening attendance at a specified number of events.

Goal 4: Continue to address outside challenges confronting staff.

Objective 1: Continue to mitigate the impact of legislative change at the state and federal level on staff.

Action Steps	School Year				
	25/26	26/27	27/28	28/29	29/30
a. Continue to stay informed and share about the latest changes affecting education at the state and national level.	✓				

2025-2026: This school year, administration has maintained and ensured an open-door policy to improve communication about legislative changes at all levels. During this uncertain time, this has alleviated some stress felt by staff members.