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To: Pelham School District
From: Chip McGee, Superintendent of Schools
Re: Pelham School District Goals for the 2023-24 School Year
Date: August 31, 2023
Cc: Sarah Marandos, Assistant Superintendent
Deb Mahoney, Business Administrator

At their August 30, 2023 meeting, the Pelham School Board approved these goals for the 2023-24 school year.

Goal 1: Improve Student Performance in Mathematics (Year 3 of 3; complete for 2023-24)

Rationale: Our initial review in 2021-22 found that the curriculum, assessments, and instructional program in the Pelham School District are well designed and implemented. We found that it has been our professional development efforts that appear insufficient. Based on the 2021 Task Force findings, we identified these actions:

- Beginning in spring of 2022, use of the tools in SASS to allow students to practice using the assessment and provide specific feedback to the teachers.
- Beginning in the summer of 2022, increase professional development for teachers on instructional strategies to teach mathematics.
- Starting with the 2022-23 school year, review the current math program at Pelham Elementary for the FY2024 budget.
- Starting with the 2023-24 school year, adjust Accelerated Math in grade 6 to allow for a high school level Algebra I in grade 8.
- Starting with the 2023-24 school year, create a math coach position for Pelham Elementary mirroring the math coach position at PMS.

With all of these actions now in place, we anticipate working hard to maintain implementation, continue to improve, and to track our progress using student test scores.

Measurement: We are measuring progress on this goal in two ways:

- Improve our performance on the math portion of the New Hampshire State Assessment System to be in the top 5 among our 12 peer districts.
 - RESULTS: Statewide comparative data for 2022-23 will be available in September 2023.
- Increase by 5% per year the number of students at Pelham High School whose SAT score is at the College Board benchmark of “college and career ready,” a score of 530 out of 800.
 - RESULTS: For the spring 2023 SAT, we saw an 11% increase in the number of students in the class of 2024 scoring college and career ready.

- New Action Items: The team has the following plans for the 2023-24 school year.
- Reinstated District wide curriculum vertical teams including mathematics.
 - Coordinating math efforts between math coaches and department chair.
 - Elementary
 - Hired our math coach.
 - Providing Professional Development for our new math program.
 - Middle
 - Initiated a supplemental math course in 8th grade.
 - Reinstated structured support time for math and reading (called Literacy).
 - High School
 - Included a Math Lab and Literacy Lab through advisory.
 - Extending SAT Bootcamp.

Goal 2: Culture of Belonging (Year 1 of 3, complete in 2025-26)

Rationale: Since 2021-22, the Pelham School District has worked on improving culture and belonging. We strive to be a community that is purposeful and focused on teaching and learning and is cohesive in these efforts. As individuals, we want to find deep satisfaction in the work we are doing. After two years, we are in need of regrouping. Quantitative data suggest that we are not making sufficient progress. As a result, this goal is being revised.

Measurement: In the June 2023 survey, 58% of parents reported their children felt they belonged at school compared to 59% last year and 64% statewide. For staff, 41% (15 of 37) of staff reported that they felt they belong compared to 54% (65 out of 121) in October of 2023. Participation in surveys remains variable and therefore unreliable. We need to identify a better way to measure improvement and a better plan for improvement.

New Action Item: In order to reset this goal, the superintendent will form a task force in the fall of 2023. The task force’s charge will be to:

- (1) identify key factors that are holding the District back from a better culture of belonging.
- (2) recommend an improved process for collecting, analyzing, acting on information, and
- (3) recommend an improved method for reporting on progress.

Within this phase, the task force will focus on staff and report out its recommendations in January of 2024.

Goal 3: Making Pelham one of the best places to work (Year 2 of 3; complete in 2024-25)

Rationale: To serve our students and community, it is vital we hire and retain great staff. We want all staff within the Pelham School District to feel connected to the larger effort on behalf of our students no matter the position they hold within the District. Feeling connected to their work, team and the community will create a culture of belonging, a sense of value and allow us to accomplish great things. A large step towards this goal will be the passage of supportive contracts that promote an environment of professionalism and excellence.

Measurements: We will measure progress on this goal in three ways:

- Passage of our PESPA Contract in March 2023. Complete.
- Passage of our PEA Contract in March 2024.
- Improved our retention of staff year to year - We have set ambitious targets.
 - As an indicator of professional staff, we will look at PEA retention. Our ambitious target is 90%. In 2022, retention was 82%.
 - As an indicator for our hourly staff, we will look at PESPA. Our ambitious target is 70%. In 2022, retention was 62%.

New Action Items: After completing year one of this goal, our team has identified the following action items for this year.

- Complete successful negotiations with the PEA and gain a warrant that voters approve.
- Identify and share the defining characteristics that attract people to come work in and continue to work for Pelham.
- Improve the onboarding experience for new employees.
- Develop a plan to become and remain competitive with salary and benefits for all employees. Present plan to the School Board for approval upon completion.