

Raymond School District Missions and Beliefs

Mission Statement

The mission of Raymond School District is to ensure high levels of learning for all.
Through innovation and collaboration with our community, we will encourage and challenge each student with a rigorous and relevant program.

Belief Statements for the District

We Believe:

1. Acquiring and applying knowledge and skills is a life long collaborative process.
2. Each student must be valued, challenged and encouraged
3. Each student will excel by engaging in diverse, rigorous and relevant experiences.
4. Innovation in teaching practices is essential to student success.
5. Service to community engenders pride, ownership and sense of belonging.
6. Community support and engagement is essential to students' academic success and personal growth.
7. Students will acquire and apply thinking and problem solving skills that are creative and adaptive for success.
8. We must ensure a healthy and safe environment for all.
9. Our school community values a positive attitude, hard work, high expectations, a shared vision, and effective communication.
10. We are committed to preparing our students to assume their roles as productive, responsible citizens.
11. Strong student-teacher relationships are the foundation of all meaningful learning.
12. Our core purpose is to ensure high levels of learning for all students to foster unlimited opportunities.
13. Strong teacher-parent relationships are essential for students' academic success.

Raymond School District Strategic Goals

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| 1. Use competency-based grading as a way to measure students' goals for success. | STRATEGIC |
| 2. Implement Educator Effectiveness evaluation strategies. | STRATEGIC |
| 3. Develop a district-wide world languages program. | STRATEGIC |
| 4. Develop flexible school schedules for students and staff based on educational needs. | STRATEGIC |
| 5. Implement an induction program for para-educators. | STRATEGIC |
| 6. Increase parent awareness of the importance of education. | STRATEGIC |
| 7. All students will read at or above grade level. | STRATEGIC |

PREVIOUS GOALS NOW AT OPERATIONAL LEVEL

- 8. Develop and implement technology and educational resources, district-wide, to support 21st Century Learning Strategies.
- 9. Implement an induction program for teachers.
implemented across the District and meets the needs of teachers in meeting the achievement needs and goals of their students.
- 11. We will engage parents and community members in our students' learning activities.
- 12. We will develop an effective internal and external communication process for sharing our mission and goals.
- 13. The Raymond School District will consistently focus and work toward the mission of the District.
- 14. The Raymond School District will hold assigned groups/individuals accountable for implementation of the mission and goals.
- 15. We will regularly communicate the District's news and successes to the public.
- 16. Identify the best use of all human resources.
- 17. The Raymond School District will re-evaluate and adjust how IEP meetings are scheduled.
- 18. To make efficient use of our present facilities.
- 19. The Raymond School District will provide time for staff to collaborate on key educational issues connected to student achievement improvement.
- 20. Each student will meet or exceed their growth target in reading, math, and science.
- 21. Create staff leadership opportunities to foster organization innovation.
- 22. Increase the graduation rate to 100%.

Goal #1**Use competency-based grading as a way to measure students' goals for success.****STRATEGIC**

Action Items	Accountable Person/Group	Recommended Timeline	Updates
Form a committee: school, students, staff, and community members	Curriculum Coordinator	December 2009	Completed
Develop a plan for assessment and grading.	Curriculum Coordinator	June 2010	Completed/Ongoing
Define and explain the plan to parents, students, and community	Administrative Team	September 2010	Completed/Ongoing
Select grading templates form PowerSchool	Curriculum Coordinator/ Technology Director	September 2010	Completed
Provide training for teachers/staff	Curriculum Coordinator/ Professional Development Committee	August 2010	Completed
Implement standards-based grading, including IEP	Curriculum Coordinator	Fall 2011	Completed
Student-set acedemic goals	Curriculum Coordinator	Fall 2011	Ongoing
Develop and improve communication plan	Curriculum Coordinator		Completed/Ongoing
Incorporate training/ parents & students	Standards-Based Grading Team		Completed/Ongoing
Teachers create rubrics for standards	Principal	June 2014	Completed/Ongoing
Teachers create curriculum guides, course syllabus, and program of study	Curriculum Coordinator	June 2014	Completed/Ongoing
Reconvene the Grading Committee to address issues	Curriculum Coordinator	September 2014	Completed

Goal #1 Continued
Use competency-based grading as a way to measure students' goals for success.

STRATEGIC

Action Items	Accountable Person/Group	Recommended Timeline	Updates
Communicate to all schools and implement the grading plan to ensure consistency	Principals/Teachers	October 2014	July 2015 Update: Competency training for all three schools. Teams of 5-6 from each school - 3-day training.
			August 2015 Update: Training was held for teachers in-house on writing competencies to include performance-based assessments and technology.
			October 2015 Update: Work day for writing competencies and continued training will be ongoing through 2015-16 school year.
			February 2016 Update: Teams and depts met to continue competency work. Competency Based Education Committee meets bi-monthly.

Competency writing at all three schools	Principals / Teachers Curriculum Coordinator	All schools will complete competencies by July 1, 2017	<p>October 2015 Update: Last year, began within schools having vertical meetings in competencies. This year - cross vertical meetings.</p> <p>February 2016 Update: Competency writing in-services in September and January. Teachers are identifying power standards and studying Next Generation Science standards and 3C Social Studies standards. Next step: develop common assessments to align with competencies and power standards.</p> <p>May 2016 Update: Vertical meetings held for science and social studies. Continued work on competencies. Stipend to be paid for summer work.</p> <p>June 2016 Update: Vertical Teams met in May 2016 to sort the Next Gen. Science Standards and the C3 social studies standards. A website will be created to showcase these documents as well as competency templates. Some teachers are taking advantage of summer prof. dev. opportunities to work on competency templates and common performance assessments.</p> <p>September 2016 Update: Competency writing at teacher in-service. Developing common assessments and performance assessments.</p>
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Goal #1 Continued
Use competency-based grading as a way to measure students' goals for success.

STRATEGIC

Action Items	Accountable Person/Group	Recommended Timeline	Updates
Teachers create rubrics for Next Gen Science and C3 Social Studies competencies	Teachers / Principals / Curriculum Coordinator	by June 2017	September 2016 Update: Completing competencies for science and social studies.
Teachers create curriculum guides with performance assessments based on competencies	Teachers / Principals / Curriculum Coordinator	Sept 2017 - June 2018	
Upload all competencies to PowerSchool	Technology Director / Curriculum Coordinator	June 2018	
Hold parent information nights on competencies	Principals / Curriculum Coordinator	June 2018	
Update report card format	Principals / Curriculum Coordinator	June 2018	
Prepare information for Facebook, blogs, etc. on competencies		2017-2018	

Goal #2
Implement Educator Effectiveness evaluation strategies
STRATEGIC

Action Items	Accountable Person/Group	Recommended Timeline	Updates
Establish a committee of stakeholders	Superintendent	March 2012	Completed
Understand all requirements and impacts of federal and state accountability	Curriculum Coordinator	June 2010	Completed
Research existing practices	Committee	October 2012	Completed
Crear and present a proposal to all stakeholders	Committee	June 2013	Completed
Being implementation of evaluation plan	Administration	September 2014	Completed
Revisions to evaluation plan as necessary	Committee/Administrators	September 2014, Ongoing	Completed
End of the Year Summative - continue pilot, revise as needed	Principals/ Educator Effectiveness Committee/ Teachers	2015-16	Completed
			February 2016 Update: Administrator calibration training held October - January
			Observation forms updated to rubric format
Finalize Educator Effectiveness Plan	Educator Effectiveness Committee / School Board	May 2016	Para-educator forms piloted
			Completed
			February 2016 Update: 3rd and 4th quarter meetings will be held to finalize.
			June 2016 Update: Final meeting held in May to finalize any changes (pilot done in para-evaluations in March-April)
			Final draft presented to School Board in June.
			Full implementation to begin in 2016-17.

Goal #2
Implement Educator Effectiveness evaluation strategies
STRATEGIC

Action Items	Accountable Person/Group	Recommended Timeline	Updates
Present to School Board	Educator Effectiveness Committee	May 2016	Completed and approved
Implement Educator Effectiveness Plan	Principals & Superintendent	2016-17	September 2016 Update: Reviewed with staff, implemented.
Full Implementation	Principals & Superintendent	September 2016	September 2016 Update: Student Learning Goals completed and checked by Principals. Evaluations/Observations are on schedule per the plan.

Goal #3
Develop a district-wide world languages program
STRATEGIC

Action Items	Accountable Person/Group	Recommended Timeline	Updates
Determine language(s) through an interest survey and business-world needs	Committee of Principals & World Language Teachers	November 2012	Completed
Explore scheduling options at LRES and IHGMS	Committee of Principals & World Language Teachers	September 2013	Completed
Begin introductory-level courses at both ES and MS	Committee of Principals & World Language Teachers		Completed
Introduce students to cultures of these languages with links to geography, history, and social studies	Committee of Principals & World Language Teachers	September 2013	Completed/Ongoing
Explore budget needs/resources	Committee of Principals & World Language Teachers	April 2013	
Recruit community members as "teachers" of world languages	Committee of Principals & World Language Teachers	April 2013	Completed/Ongoing
Create a committee to discuss options for world languages	Principals/World Language Teachers/After School Dir.	October 2013	Completed
Add a non-romance language option in the curriculum at RHS through non-traditional/cost-effective methods	Committee of Principals and World Language Teachers	September 2014	Completed
Use high school students to tutor elementary and middle school students as an enhancement to their learning	Committee of Principals and World Language Teachers	September 2014	Ongoing
Use online language labs to expand student conversational language (VLACS, Rosetta Stone, PLATO)	Committee of Principals and World Language Teachers	September 2014	Completed February 2016 Update: RHS offering Mandarin Chinese and Latin through VLACS
Create contract for parents and students	21st Century Director/MS and HS Principals	June 2015	Completed
Begin pilot program	21st Century Director/MS and HS Principals	September 2015	Completed October 2015 Update: Began in Sept. with 8 MS students and 2 HS students

Goal #3
Develop a district-wide world languages program
STRATEGIC

Action Items	Accountable Person/Group	Recommended Timeline	Updates
Assess program	21st Century Director/ MS and HS Principals	January 2016 Again June 2016	February 2016 Update: January assessment of VLACS shows some success. 6 students on pace to complete Spanish I before HS, others a little further behind. Most students find this style of learning effective. 1 student continuing with VLACS beyond Spanish I.
			May 2016 Update: Spanish I for two classes of 8th grade at MS 2016-17 school year.
Grade 7 exposure to French and Spanish	21st Century Director	2016-2017	After school program offerings
Offer French or Spanish to 8th Grade	Principals / Superintendent	2017-2018	2 classes of students are offered Spanish I beginning this fall
High school students go to LRES to teach basic introductory French or Spanish to students	Principals / Language Teachers	2017-2018	

Goal #4
Develop flexible school schedules for students and staff based on educational needs
STRATEGIC

Action Items	Accountable Person/Group	Recommended Timeline	Updates
Complete a needs assessment and feasibility study to include, but not be limited to, emergency scheduling as well as a year-long schedule for stakeholders	Administrative Team	September 2013	Completed
Use data to develop an implementation plan	CIA Team/Building Leadership Teams	November 2013	Completed
Present recommendation to the School Board	Superintendent		Completed
Develop and implement a Freshmen Academy	High School Administrative and Leadership Teams	September 2014	Completed/Ongoing
Research and implement a MS schedule to better include band and chorus	Principal/ Leadership Team		Completed
Pilot: HS change in schedule to 6 periods	Principal/ Leadership Team	August 2015	Completed February 2016 Update: HS moved to 6 period day. Exploring staggering start and end times for teachers of upperclassmen

Goal #4
Develop flexible school schedules for students and staff based on educational needs
STRATEGIC

Action Items	Accountable Person/Group	Recommended Timeline	Updates
Evaluate Change; Surveys	Principal/Leadership Team	January 2016	February 2016 Update: MS looking at ways to better incorporate Title I support services - Title I offered during the day at both MS and ES.
Adjust or create new schedule	Principal/Leadership Team	March 2016 for 2016-17 school year	June 2016 Update: HS - New schedule developed, will complete it for 2017-18 school year MS - Have Unified Arts choice for 8th grade. Schedule better utilizes support resources such as Title I
Create scheduling options for high school	Principal / HS Scheduling Committee	January 2017	
Bring new high school schedule to School Board	Principal / HS Scheduling Committee	February 2017	
Integrate intervention and for Tier 3 services (that do not interfere with content instruction)	Special Education Director / Special Education Coordinators/ Principals / Scheduling Committee	September 2017	
Provide academic support period in schedule for students	Scheduling Committees/ Principals	September 2017	

Goal #5
Implement an induction program for para-educators
STRATEGIC

Action Items	Accountable Person/Group	Recommended Timeline	Updates
Form a committee of stakeholders	Special Education Director / Special Education Coordinators / Para- Educators / Principals / Curriculum Coordinator	October 2016	September 2016 Update: Committee formed made up of teachers, special education director, coordinators.
Create an induction manual	Curriculum Coordinator Committee	January 2017	
Implement the program	Special Education Director / Special Education Coordinators / Principals / Curriculum Coordinator	September 2017	
Tie the induction program to the para's professional development	Principals / Special Education Coordinators	September 2018	

Goal #6
Increase parent awareness of the Importance of Education
STRATEGIC

Action Items	Accountable Person/Group	Recommended Timeline	Updates
Create College and Career Ready Counselor Position	Superintendent/ Principal	August 2015	Completed
Advise 8th grade students on course selection	Counselor / Principal	January 2016	Completed
			February 2016 Update: RHS counselors travel to IHGMS to assist 8th grade students and discuss goal setting and career planning
Meet with all freshmen to develop a career plan (beginning in 8th grade)	Counselor / Principal	August - Sept, 2015 January 2016	Completed
			October 2015 Update: Meeting held with students to discuss goal setting
Discuss goals with juniors and seniors at least two times during the year	Counselor / Principal	Sept-Oct, 2015 Jan-Feb, 2016	Completed
			October 2015 Update: Meetings are taking place. College visits set up. Colleges coming to HS.
			February 2016 Update: Counselors meet with juniors and seniors during English classes to discuss goal setting and college planning. Had record number of sophomores and juniors apply for summer courses.
Educate students and parents about the college admissions process. (Hold at least 2 information nights)	Counselor / Principal	November 2015 March 2016	Completed
			October 2015 Update: Financial Aid information night happening soon.
			February 2016 Update: "I Am College Bound" helped 67 seniors apply for college. NHHEAF conducted two financial aid nights. School counselors held a FAFSA night.

Goal #6 Continued
Increase parent awareness of the Importance of Education
STRATEGIC

Action Items	Accountable Person/Group	Recommended Timeline	Updates
Prepare mailings to parents about the college process (to include information on PSAT, SAT, and ACT prep classes, test dates, and college fairs)	Counselor	November 2015 March 2016	Completed October 2015 Update: Letters sent to parents in October February 2016 Update: Ongoing communication re: SAT dates, college visits, and college fairs
Report annually to the school Board on post-secondary process at RHS	Counselor	May 2016	Completed/Ongoing June 15, 2016 School Board Meeting
Periodic updates to parents on educational highlights at each school	Principals/Counselors	Throughout the year	Completed/Ongoing Blog, monthly newsletters form each school
RCTV Faculty Chats	Principals / Teachers	Monthly 2015-16	October 2015 Update: Setting up dates and times with RCTV
Coffee Hours with educational agendas	Principals	Monthly 2015-16	Completed/Ongoing
Research student-led conferences	Principals/Curriculum Coordinator	May 2016	Committee formed with ads to begin research
Blogs with educational themes	Principals	Monthly 2015-16	Completed/Ongoing
Hold academic-themed events	FEAT/ Principals/ Superintendent	2-3 throughout the year	October 2015 Update: October meeting - began setting up dates and events February 2016 Update: FEAT Educational Extravaganza held in February, Book Bash planned for April

Goal #6 Continued
Increase parent awareness of the Importance of Education
STRATEGIC

Action Items	Accountable Person/Group	Recommended Timeline	Updates
Outreach program	Principals / Assistant Principals / Superintendent	Throughout the year	October 2015 Update: Dec. meeting with admin and career counselor, Reach High Scholars
			February 2016 Update: Met with Reach High Scholars in Dec. Plans to expand program to 8th grade.
			New College/Career Counselor to meet with Reach High Scholars
			MS working with Reach High Scholars to improve recruiting for Round Tables
College and Career Counselor meets with parents/student to develop 5 year plan (options)	College and Career Counselor / HS Principal / MS Principal	September 2016	September 2016 Update: Met with high school students.
Create charts of economics of education costs	College and Career Counselor	October 2016	September 2016 Update: Working with Reach High Scholars liaison.
Administrators have home visits for truancy, academic issues	Principals	2016-2017, then ongoing	September 2016 Update: Principals tracking attendance making calls home
Mandated meetings with parents for suspensions of more than three days	Principals / School Counselors	2016-2017, then ongoing	
At least 20% of HS students will be dual-enrolled in college courses	College and Career Counselor / Principal / School Counselors	June 2018	

Goal #7
All students will read at or above grade level
STRATEGIC

Action Items	Accountable Person/Group	Recommended Timeline	Updates
Reorganize reading interventions	Superintendent	August 2015	Completed
			October 2015 Update: Two reading specialists assigned to LRES
Create Literacy Committee at LRES and IHGMS	Principals / Curriculum Coordinator / Teachers / Reading Specialists	October 2015	October 2015 Update: Literacy Committee created at LRES began evaluating reading assessments
Reorganize Title I services at LRES and IHGMS	Principals / Title I Coordinator / Title I Tutors	September 2015	Completed
			October 2015 Update: Intervention Block put in place for MS, embedded Title I at ES; created Title I selection process guidelines
Evaluate existing programs and assessments	Literacy Team	April 2015	February 2016 Update: MS - Ongoing teacher training on Read to Learn. MS Effectiveness Survey on Read to Learn completed, positive feedback, continue PD for 2016-17 in development.
Vertical Meetings - MS and ES	Curriculum Coordinator	November 2015 May 2016	October 2015 Update: English Language Arts has been set up to go across schools

Goal #7 Continued
All students will read at or above grade level
STRATEGIC

Action Items	Accountable Person/Group	Recommended Timeline	Updates
Create District-Wide Literacy Team	Principals / Teachers / Superintendent / Curriculum Coordinator	October 2016	September 2016 Update: Curriculum Coordinator putting a team together - first meeting end of October.
Determine universal screening tool for middle school and high school	Principals / Teachers / Superintendent / Curriculum Coordinator	May 2016	Effectiveness survey on Read to Learn at middle school
Research reading resources for all levels of readers	Principals / Teachers / Superintendent / Curriculum Coordinator	June 2017	Ensure literacy is embedded in all competencies
Pilot suggested new resources	Teachers / Curriculum Coordinator	Sept 2017 - June 2018	
Purchase reading resources	Curriculum Coordinator	September 2018	
Assess effectiveness of reading resources	Teachers / Curriculum Coordinator / Principals	May 2019 and yearly	
Support staff training in best practices in reading	Principals / Curriculum Coordinator	2016-2017 and yearly	
Ensure literacy is embedded in all competencies	Teachers / Curriculum Coordinator	June 2017	

Goal #8

Develop and implement technology and educational resources, district-wide, to support 21st Century Learning Strategies

OPERATIONAL

Action Items	Accountable Person/Group	Recommended Timeline	Updates
Establish a 21st Century Learning Team	Administrative Team	February 2010	Completed
Apply for 21st Century Grant Opportunities	Curriculum Coordinator	June 2010	Operational
Develop/train in learning methodologies	Professional Development Committee/ CIA Committee	September 2010	Completed/Ongoing
Hold district-wide 21st Century Learning Fair	Administrative Team	April 2011	Completed
Use data to measure 21st Century Learning strategies/results	Data Team/ Curriculum Coordinator	June 2012	Completed/Ongoing
Provide open access to the internet for staff and students for educational purposes	21st Century Learning Team	April 2011	Completed
Provide differentiated professional development on 1:1 computing technology and strategies in the classroom. (i.e. iPads, smartphones, etc.)	Professional Development Committee	Ongoing	Ongoing
Teach staff and students digital citizenship and social conventions following State and NCTES Standards	Professional Development Committee / Teachers		Ongoing
Incorporate technology competencies "Across the Curriculum"	CIA Committee		Ongoing
Solicit electronic devices from the community to supplement 1:1 computing	Principals		Ongoing
Create virtual file cabinets for peer-reviewed teacher/student created material	Technology Director	December 2012	Completed/Ongoing
Design application management system	Technology Committee	June 2013	Completed
Provide embedded support for technology	Leadership Team / Principals	September 2014	Ongoing
Develop a digital curriculum	Curriculum Coordinator/ Technology Teachers / Media Specialists	January 2014	Completed
Allow 1:1 electronic devices for students (expand BYOD) 4-12 grade	Principals / Technology Director	March 2015	Completed

Goal #8 Continued

Develop and implement technology and educational resources, district-wide, to support 21st Century Learning Strategies

OPERATIONAL

Recommended

Timeline

Updates

Action Items

Accountable Person/Group

All teachers routinely use technology as a teaching tool	Principals/ Assistant Principals/ School Leadership Teams	March 2015	February 2016 Update: Increased use by teachers of technology in the classroom. Students submit work electronically in many classes. Survey planned for April.
Technology Director work with staff as an Integration Specialist	Principals/ Technology Director / Curriculum Coordinator	2016-17 School Year and ongoing	February 2016 Update: Curriculum Coordinator and Tech Director launch Chromebook Cohort #1, a 15-week professional development series for teachers. 75 teachers are participating.
			Workshops held for para-educators using Smartboards. Workshops at each school on Google Docs for all staff. September 2016 Update: Technology Director setting up Google workshops with teachers; sending out survey on teacher needs.

Goal #9
Implement an induction program for teachers
OPERATIONAL

Action Items	Accountable Person/Group	Recommended Timeline	Updates
Form a committee of stakeholders (teachers, administration, para-educators, School Board)	Curriculum Coordinator	October 2012	Completed
Research other induction programs	Committee	October - December 2012	Completed
Develop an induction program with differentiated protocols which expand on current M/M program and provides standards for selecting experienced teachers	Committee	January - March 2013	Completed
Create an induction manual	Committee	March 2013	Completed
Implement the program	Committee	June 2014	Completed
Tie the induction program to the teachers' individual professional development plan	Supervisor and Novice	September 2014	Completed
Develop an induction program for para-educators	Student Services Director/ Special Education Coordinators/ Curriculum Coordinator	June 2015	Completed
			February 2016 Update: Para-educator process and forms have been drafted; para-educator reps from each school part of the committee.
Tie-in induction program with Educator Effectiveness Plan	Educator Effectiveness Committee	March 2016	Completed
			October 2015 Update: Para-educator staff added to Educator Effectiveness Committee. New para-educator evaluation process included in final draft of plan.

