



Raymond School District

Strategic Plan
2023-2026

Approved by the Raymond School Board January 18, 2023

Update on Culture and Climate
February 7, 2024

Dear Raymond School District Staff, Parents and Community Members,

On January 18, 2023 the Raymond School Board approved the strategic plan for the Raymond School District (RSD) for the next three years. This process started in the summer of 2022 and included a team of teachers, support staff members, administrators, parents and a school board member. This team came together to identify the core values we seek to develop in our RSD students.

The purpose of our strategic plan is to clearly define what we as a school district and community want to provide for and instill in our students. The committee identified four areas for specific improvement:

Districtwide consistency. While each building has its own identity and grade levels, we realize that we need to be consistent in specific areas. The committee identified, communication, certain processes, expectations and accountability.

The second area is culture and climate. The committee sees that as an area of improvement across the district and looked at ways to improve the culture and climate.

The third area was universal supports for all students in academic and behavior supports and expectations. The committee worked on identifying these supports and outlining expectations.

Finally, the committee identified parent and community engagement as the last focus area. The committee outlined plans to increase engagement among the schools and community.

This strategic plan is more than just an approved plan. It is our commitment and promise to our students to provide them with an educational experience that will have a positive and meaningful impact on their lives. I along with the committee encourage you to read our Raymond School District Strategic Plan and bring forward questions you might have.

Terry Leatherman,

Superintendent of Schools

Our Strategic Planning Process

In June 2022, in support of the strategic planning process, the Raymond School District Administrative Leadership Team participated in a daylong summit. The Leadership Summit was designed to bring leadership together and have a dialogue about the present challenges of the school district along with a look ahead to future opportunities that need to be addressed in the Strategic Plan.

The Leadership Team members reviewed the existing strategic plan and decided a new strategic plan was needed to set a new direction for the school district over the next 1- 3 years.

The following priorities, or Focus Areas, were identified for the strategic plan:

- 1. Universal supports for all students in both academics and behavior – Tier 1 Instruction**
- 2. Culture and Climate**
- 3. Parent and Community Engagement**
- 4. Districtwide consistency in Communication, Process, Expectations and Accountability**

In July 2022, a Strategic Planning Committee was formed and immediately set out to identify opportunities associated with the Focus Areas. These Focus Areas guided the development of a prioritized list of goals and strategies that make up the plan.

The Strategic Planning Committee was made up of members of the school district and the Raymond community and brought multiple perspectives on a variety of issues.

As part of the strategic planning process, the committee developed a Portrait of a Graduate to serve as an aspirational and descriptive vision of outcomes for all graduates from the Raymond School District. The competencies and characteristics identified in the Portrait of a Graduate must be valued by the larger school and Raymond community. A series of surveys were conducted with teachers, parents, students and Community members in the fall of 2022 to help identify the most important elements to include in the Portrait of a Graduate. In December 2022, the Committee completed the 2023-2026 Strategic Plan.

The Raymond School Board and District would like to thank the students and community who provided valuable feedback and ideas for the creation of this plan and to the Strategic Planning Committee members for their time and energy in working to produce a plan that will serve the district.

Strategic Planning Committee Members	
Terry Leatherman	Superintendent of Schools
Bob Bickford	IHGMS Building Administrator
Elizabeth Boucher	IHGMS Support Staff
Michelle Dubin	IHGMS Support Staff
Gretchen Gott	RHS Support Staff
John Harmon	School Board Member
Jenna Holden	IHGMS Teacher
Danielle Karcz	Parent
Marisa Lara	Parent
Kristen Nivison	LRES Teacher
Jennifer Pelletier	RHS Teacher
Sharon Wilson	RHS Building Administrator
Laura Yacek	LRES Building Administrator
Dana Zulager	Parent



Raymond School District Portrait of a Graduate

Our Portrait of a Graduate serves to represent our community's desired outcomes for graduates that will best prepare them to enter into a rapidly changing, increasingly diverse, and interconnected world. This plan is organized around this common definition of graduate success. Our Portrait of a Graduate will be made actionable and brought to life through the goals and strategies in our strategic plan.

A Raymond Graduate is:

Self-motivated and resilient; motivated by intrinsic needs, has a strong work ethic, strives to meet and exceed their personal goals and can persevere through unexpected challenges in day to day life.

A critical thinker; will problem solve, question and self-reflect when making decisions.

An active participant; knows how to be an active listener; an effective communicator in multiple ways and is able to collaborate with others to achieve mutual outcomes.

Knowledgeable; has a strong foundation in all academic areas, including career ready technical skills, and knows how to apply it meaningfully to a variety of situations.

A good citizen and empathetic; is an active part of the community, and recognizes the feelings and needs of others.

Universal supports for all students in both academics and behavior – Tier 1 Instruction

Forever Goal - The Raymond School District staff will implement best instructional practices for the academic and behavioral success of all students.

Goal Owner - Superintendent

Strategic Actions	Person Responsible	Due Date	Outcome Measure	Progress
Improve differentiated learning through the following:				
Approve a school calendar to increase differentiated learning professional development opportunities throughout the school year	School Board	March 2023	Approved calendar	Update 4.5.23 - 23-24 calendar approved April 5, 2023. Update 9.6.23 - January 16 th identified as differentiated PD day Updated 1.3.24 - Calendar is in process. All dates have been entered and we are working to get to the 10 days for SST.
Increase the number of professional development days in the school year	School Board	March 2023	Number of professional development days increases	Update 4.5.23 - Additional PD Day approved for 22-23. 23-24 calendar includes increased PD days, for board approved April 5, 2023
Develop a Professional Development Plan for the school year for differentiated learning, vertical alignment, behavioral health and building positive relationships within the school community	Building Administrators	June 2023	Completed plan approved by Superintendent	Update 4.5.23 - In progress. Investigating PD opportunities. Update 9.6.23 - On 9/1 vertical planning happened across many departments. West Ed came to IHGMS to work with staff on differentiated learning. Beginning of year Adventure Lore on positive relationships with staff and students.

				Update 1.3.24 - We are having a UDL (Universal Design for Learning) presentation to the whole staff on January 16 th . This is an introduction and UDL's goal is to have all student have an equal opportunity to learn (differentiated learning)
Determine grouping for grades 4-8 based on individual academic level	Building Administrators	May 2023	Increased number of students in Tier 1 according to i-Ready in grades K-8. Increased graduation and completion rates and decreased dropout rates in grades 9-12.	Update 9.6.23 - There has been some discussion with leadership teams at IGHMS. Update 1.3.24 - The schedule is being developed
Work with consultant(s) at the district level to improve differentiated learning	Building Administrators	June 2023	Consultant(s) contracted.	West Ed (9/1 pd) Update 1.3.24 - This continues and we are having a UDL PD day at all schools on Jan. 16 th .
Assess where the district is on differentiated learning	District and Building Administrators	June 2023	Assessment completed.	Ongoing
Focus on behavioral health through the following:				
Investigate the feasibility of hiring a Board Certified Behavior Analyst (BCBA)	Director of Health and Wellness	September 2023	Recommendations made to the School Board for SY 2024-2025 budget.	Update 4.5.23 - In progress. Discussions with Director have taken place, more to follow during budget prep.

				<p>Update 9.6.23 - We had one interview and still working in this.</p> <p>Update 1.3.24 - We continue to post but have only a few interviews.</p>
<p>Assess districtwide behavioral supports needs through classroom observations and data collection.</p> <p>Assess districtwide behavioral health consistencies.</p>	<p>Director of Health and Wellness</p>	<p>June 2025</p> <p>June 2025 and annually</p>	<p>Observations are complete</p> <p>Assessment completed and recommendations made.</p> <p>Results of annual reassessment</p>	<p>Ongoing</p> <p>Update 1.3.24 - Sam has shared this data in her presentations to the board. We are seeing fidelity in our data collection and consistencies at building levels with our Tier I, II, and III students.</p>

Culture and Climate

Forever Goal - The Raymond School District will promote a collaborative environment where students feel safe and supported in accessing their education; a learning community where staff partners with parents with a shared focus on student achievement.

Goal Owner – Building Administrators

Strategic Actions	Person Responsible	Due Date	Outcome Measures	Progress
<p>Student Intervention Teams (SIT) at the three schools will analyze the SWIS conduct data and incorporate restorative practices with the outlined consequences of our Code of Conduct.</p>	<p>Building Administrators</p>	<p>June 2024</p>	<p>Decrease from previous year in student conduct incidents related to aggression (verbal, mental, physical) towards others.</p> <p>Decrease in disruptive behaviors from previous year.</p>	<p>Update 5.3.23 - Ongoing</p> <p>Update 10.4.23 - Staff have been trained in SWIS and they are actively using this to track behaviors. The SIT teams use this to data to determine movement between Tier I II and III placements. LRES shares this data at staff meetings as well.</p> <p>2.7.14 Admin is currently scheduling a workshop on restorative practice for the summer. We are also looking at scheduling several summer workshops for staff on Responsive Classroom. Currently the admin is incorporating a lot of restorative practices.</p>
<p>The Behavioral Health Advisory Team - Truancy Team will provide baseline data for daily attendance, as well as school refusal when students are in school.</p> <p>Collaboration at all three levels will be used to develop individual support and wraparound plans.</p>	<p>Building Administrators and Director of Health and Wellness</p>	<p>June 2024</p>	<p>Annual 10% decrease in truancy.</p> <p>Increase in student attendance rate.</p>	<p>Update 5.3.23 - End of year data</p> <p>Update 10.4.23 - Need to check our year end data on attendance. We continue to send letters to those who are habitually tardy and absent. We have also been to court on some attendance issues. We do home visits with our SRO as well.</p>

				<p>2.7.14 Attendance letters have been sent out at all three schools recently. Attendance data from last year. Key- Raymond/State</p> <p>Preschool 90.3/87 Kindergarten 90.7/92.3 Elem 90.7/92.3 Middle 92.4/92.8 High 88.7/90.8 Total 91.3/92.3</p> <p>I have asked Sam to follow up with the schools on attendance. I do know it has not been a topic in any of our meetings.</p>
The district will use exit survey data to identify reasons for employees leaving	Human Resources	Ongoing	Number of exit surveys completed.	<p>Update 5.3.23 - Ongoing, scheduled</p> <p>Update 10.4.23 - Last year we offered exit interviews for staff. Three employees did the interviews and 9 completed the survey. Some individuals chose not to participate as well.</p>
Conduct a Culture and Climate Survey	Human Resources and Administrative Team	March 2024	Review survey results and report out to Administrative Team and School Board.	<p>Update 5.3.23 - Current 603 Bright Futures Survey by the State, looking at this results to determine if it meets our needs or will we need something in addition.</p> <p>Update 10.4.23 - We have a survey that was done two or three years ago. We are looking for those questions and developing the</p>

				<p>survey to complete later in the school year.</p> <p>2.7.14 Karen has developed a culture and climate survey that we plan on sending out in the coming weeks.</p>
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Parent and Community Engagement

Forever Goal - The Raymond School District, in collaboration with our Parent Organizations, will foster positive partnerships with families and our local community in order for students to be successful.

Goal Owner – Superintendent and Building Administrators

Strategic Actions	Person Responsible	Due Date	Outcome Measures	Progress
<p>With the support of the superintendent, each school will collaborate with a new community partner in order to increase positive involvement with our local community.</p>	<p>Superintendent and Building Administrators</p>	<p>September 2023</p>	<p>The Raymond School District will increase community partnerships by at least one per school per year. This will continue through the 2025-2026 school year.</p>	<p>Update 6.14.23 - Meetings scheduled with new admin. July 2023</p> <p>Update 11.1.23 - LRES is working with SELT, we have scheduled field trips to some of our local SELT conservation sites. SELT has developed a curriculum for all three 4 grades IHGMS is working with Mont Prospect Academy. MPA is a therapeutic agency that offers residential and outpatient services and sometimes their therapists come to the school to work with students at IHGMS. Still looking at the RHS but we have a couple of leads.</p>
<p>Develop an overarching message to parents on the importance of communication</p>	<p>Superintendent</p>	<p>March 2023</p>	<p>Message developed and delivered</p>	<p>Update 4.5.23 - Complete. Message in March 2023 parent and community newsletters</p>
<p>Create a monthly reporting template.</p>	<p>Building Administrators and Teachers</p>	<p>June 2023</p>	<p>Template created</p>	<p>Update 6.14.23 - Administration have cleaned up the reporting template used to report out data.</p>
<p>Homeroom and RAM teachers will call parents two times a year for an introduction and a check-in</p>	<p>Building Administrators</p>	<p>Sept 2023 and January 2024</p>	<p>100% of parents called</p>	<p>Update 11.1.23 - Calls will be completed on 11/7/23</p>

Teachers share classroom updates at least monthly about curriculum via ParentSquare posts	Teachers and Building Administrators	June 2024	100% of teachers are updating ParentSquare monthly. ParentSquare reports indicating 75% of families are viewing teacher posts	
Students will have opportunities to showcase their learning	Superintendent	June 2024	Number of opportunities Number of showcases accomplished	Update 11.1.23 - We are discussing opportunities this year
Raymond School District, in collaboration with its partners, will host family/community events such as Book Bashes and STEM nights two times a year.	Superintendent and Building Administrators	June 2025	Number of students participating Number of parents attending This will continue through the 2025-2026 School year.	Update 4.5.23 - Ongoing. Education Expo was held in April 2023 Update 11.1.23 - Will have more to report as the year goes on
Increase parental knowledge of the impacts of behaviors on school environment. Provide parents/guardians tools/strategies to help improve school community behaviors.	Director of Health and Wellness	June 2025		Update 4.5.23 - Ongoing. Information provided in March and April community newsletter. Will have more to report as the year goes on.

Districtwide consistency – Communication, Process, Expectations and Accountability

Forever Goal - The Raymond School District will establish consistent measures and practices that are understandable, age appropriate and will improve the daily operation of the district.

Goal Owner – Superintendent

Strategic Actions	Person Responsible	Due Date	Outcome Measures	Progress
<p>The Behavioral Health Advisory Team will continue the work to identify areas of inconsistency among the buildings and will provide recommendations to the superintendent.</p>	<p>District and Building Administrators</p>	<p>June 2023</p>	<p>These areas have been identified and plans are developed across the district and implemented</p>	<p>Update 8.2.23 - Admin have met and are working on intro letters to go home on the same day. Grading discussions and how teams are going to look have been discussed. Websites are being worked on.</p> <p>Update 12.6.23 - Admin continues to meet to make sure messages are the same and we are timely with notifications. We also are meeting on PD to makes sure those messages are the same as well.</p>
<p>Establish a districtwide grading team to recommend a districtwide grading policy.</p>	<p>Superintendent</p>	<p>June 2023</p>	<p>Consistent grading practices with consistent reporting out practices are developed</p>	<p>Update 8.2.23 - An initiative has been established by the school board.</p> <p>Update 12.6.23 - Schools are working on the 100-point scale and corresponding rubrics.</p>

<p>The Behavioral Health Advisory Team will develop recommended policies and procedures.</p>	<p>District and Building Administrators</p>	<p>June 2024</p>	<p>Teams across the district are meeting to discuss implementation, and any successes and issues that have come up</p>	<p>Update 8.2.23 - In process.</p> <p>Update 12.6.23 - Sam did a lengthy presentation on this. We continue to meet and look at issues and how we can best support the students, family and staff. We are still struggling at LRES due to behaviors and staffing issues.</p>
<p>Collect and review the data and develop processes to monitor and evaluate effective implementation.</p>	<p>District and Building Administrators</p>	<p>Sept 2024</p>	<p>Protocols have been developed that are measurable.</p>	<p>Update 12.6.23 - Sam shared the protocols the behavior teams are looking at. Crisis interventions, # of events and types of events, attendance/truancy, discipline (ISS, OSS, discipline referrals, reasons for referrals, dropout rates, free reduced lunches, special education rates, community data, MTSS-B fidelity inventory results, YRBS data</p>