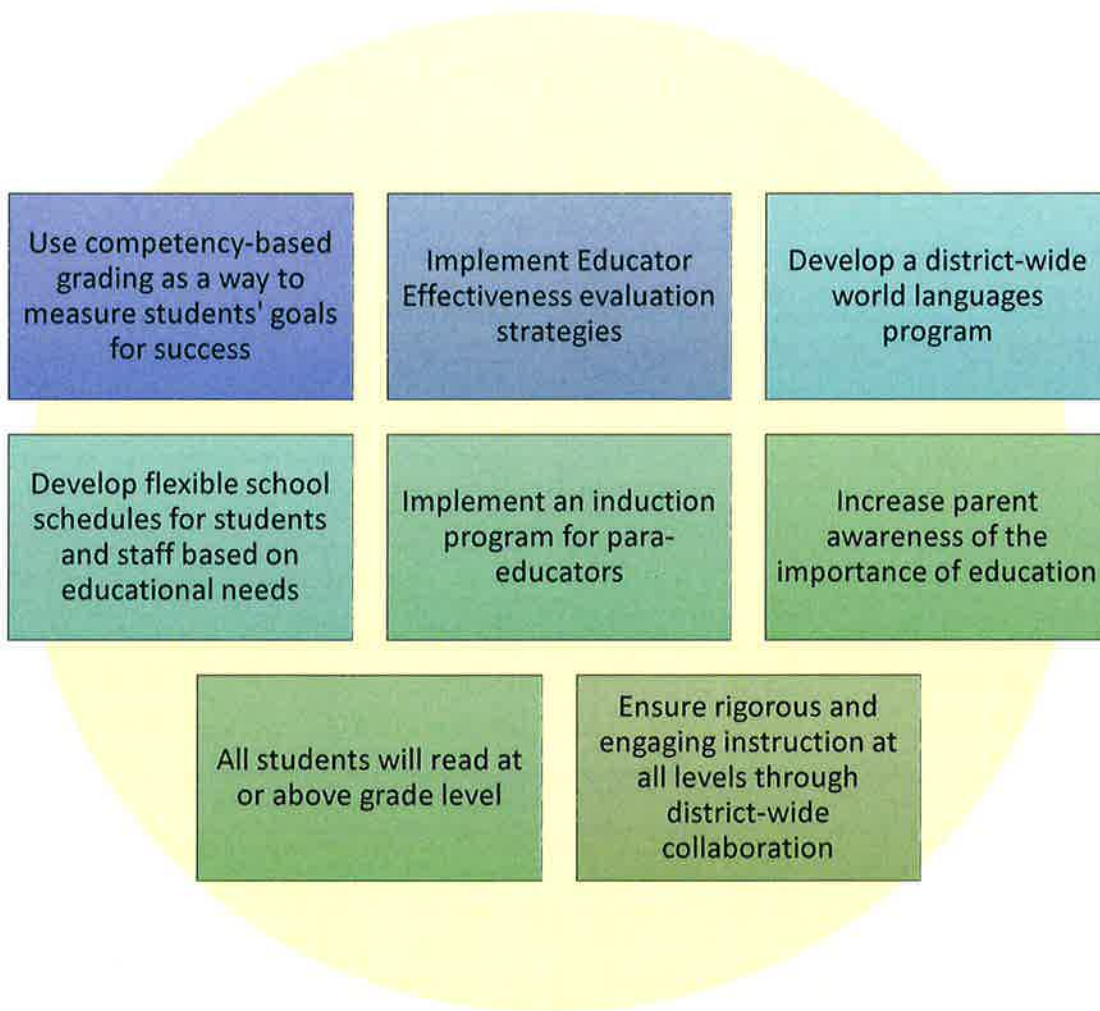


# Raymond School District

## Strategic Plan



Updated June 2017

# RAYMOND SCHOOL DISTRICT MISSION AND BELIEF STATEMENTS

## 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

1. Acquiring and applying knowledge and skills is a lifelong collaborate 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

## CURRENT STRATEGIC & OPERATIONAL GOALS

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

## PREVIOUS GOALS NOW AT OPERATIONAL LEVEL

- Develop and implement technology and educational resources, district-wide, to support 21<sup>st</sup> Century Learning Strategies
- Implement an induction program for teachers
- Develop and implement a high-quality Professional Development Program (PD) that is consistently implemented across the District and meets the needs of teachers in meeting the achievement needs and goals of their students
- Engage parents and community members in our students' learning activities
- Develop an effective internal and external communication process for sharing our mission and goals
- Consistently focus and work toward the mission of the District
- Hold assigned groups/individuals accountable for implementation of mission and goals
- Regularly communicate the District's news and successes to the public
- Identify the best use of all human resources
- Re-evaluate and adjust how IEP meetings are scheduled
- Make efficient use of our present facilities
- Provide time for staff to collaborate on key educational issues connected to student achievement improvement
- Each student will meet or exceed their growth target in reading, math, and science
- Create staff leadership opportunities to foster organization innovation
- Increase the graduation rate to 100%

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

<b>Action Items</b>	<b>Accountable</b>	<b>Timeline</b>	<b>Updates</b>
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	Complete/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 academic 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
Communicate to all schools and implement the grading plan to ensure consistency	Principals, Teachers	October 2014	Completed

Goal #1

Use competency-based grading as a way to measure students' goals for success

STRATEGIC

Action Items	Accountable	Timeline	Updates
Competency writing at all three schools	Principals, Teachers, Curriculum Coordinator	All schools will complete competencies by July 1, 2017	<p>June 2016 Update: Vertical Teams met in May 2016 to sort the Next Generation 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 professional development opportunities to work on competency templates and <u>common performance assessments.</u></p> <p>September 2016 Update: Competency writing at teacher in-service. Developing common assessments and performance <u>assessments.</u></p> <p>March 2017 Update: An internal website has been created to house all district competency work. Nov. 8 in-service: competency writing and performance assessment development. Two vertical meetings in December to preview competencies K-12. Competency Committee met in December to evaluate 11/8 in-service and to work on PACE application questions; met in Feb. to plan March in-service and work on PACE application questions. LRES will complete ELA and Math competencies on 3/17 RHS has created a building level Competency Based Education Committee to work in concert with the district-wide committee. Competencies have been created for most classes and will be completed on 3/17.</p>

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

Action Items	Accountable	Timeline	Updates
Teachers create rubrics for Next Gen Science and C3 Social Studies Competencies	Teachers, Principals, Curriculum Coordinator	June 2017	September 2016 Update: Completing competencies for science and social studies  March 2017 Update: LRES completed Science Competencies in December, will complete Social Studies during March 17 in-service.
Teachers create curriculum guides with performance assessments based on competencies	Teachers, Principals, Curriculum Coordinator	Sept 2017 - June 2018	March 2017 Update: Teachers who have completed competency writing are creating performance assessments and rubrics.
Pilot competency grading with test server	Principals, Technology Director, Curriculum Coordinator, Volunteer Teachers	Dec 2017 - April 2018	
Upload all competencies to PowerSchool	Technology Director, Curriculum Coordinator	May 2018	
Hold parent information nights on competencies	Principals, Curriculum Coordinator, Superintendent	June 2018	
Update report card format	Principals, Curriculum Coordinator	June 2018	
Prepare information for Facebook, blogs, etc. on competencies	Principals, Social Media Coordinators, Curriculum Coordinator, Superintendent	2017-2018	
Create timeline for communication to community	District-Wide Competency Team, School Grading Teams, Superintendent	January 2018	

**Goal #2**  
**Implement Educator Effectiveness evaluation strategies**  
**STRATEGIC**

<b>Action Items</b>	<b>Accountable</b>	<b>Timeline</b>	<b>Updates</b>
Understand all requirements and impacts of federal and state accountability	Curriculum Coordinator	June 2010	Completed
Establish a committee of stakeholders	Superintendent	March 2012	Completed
Research existing practices	Committee	October 2012	Completed
Create and present a proposal to all stakeholders	Committee	June 2013	Completed
Begin 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, revised as needed	Principals, Educator Effectiveness Committee, Teachers	2015-16	Completed September 2016 Update: Student Learning Goals completed and checked by Principals. Evaluations/Observations are on schedule per the plan.
Full Implementation	Principals, Superintendent	September 2016	March 2017 Update: Para-educators have all received first formative observation reports; observations of teachers is on schedule. First meeting of Educator Effectiveness Committee in February; discussion of any recommendations for updates for 2017-18. Committee made changes to a few typos, and had discussions on things brought up by teachers. The process was reported to be working well at all schools.
Present to School Board	Educator Effectiveness Committee, School Board	May 2016	Completed and approved

Goal #2  
 Implement Educator Effectiveness evaluation strategies  
 STRATEGIC

Action Items	Accountable	Timeline	Updates
Implement Educator Effectiveness Plan	Principals, Superintendent	2016-17	September 2016 Update: Reviewd with staff, implemented
Align Educator Effectiveness Plan to Goal #8	Principals, Superintendent, Educator Effectiveness Team	March 2018	



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

<b>Action Items</b>	<b>Accountable</b>	<b>Timeline</b>	<b>Updates</b>
Determine language(s) through an interest survey and business-world needs	Committee of Principals & World Language Teachers	November 2012	Completed
Explore schedule options at LRES and IHGMS	Committee of Principals & World Language Teachers	September 2013	Completed
Begin introductory-level courses at both LRES and IHGMS	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
Create a committee to discuss options for world languages	Principals, World Language Teachers, After School Director	October 2013	Completed
Add a non-romance language option in the curriculum at RHS through non-traditional/cost effective methods	Committee of Principals & 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 & World Language Teachers	September 2014	Ongoing
Use online language labs to expand student conversational language (VLACS, Rosetta Stone, Plato)	Committee of Principals & World Language Teachers	September 2014	Completed
Create contract for parents and students	21st Century Director, IHGMS and RHS Principals	June 2015	Completed

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

Action Items	Accountable	Timeline	Updates
Begin pilot program	21st Century Director, IHGMS and RHS Principals	September 2015	Completed
Assess Program	21st Century Director, IHGMS and RHS Principals	January 2016 Again June 2016	March 2017 Update: RHS students taking Latin and Chinese via VLACS
Grade 7 exposure to French and Spanish	21st Century Director	2016-17	After school program offerings
Offer French or Spanish to 8th grade	Principals, Superintendent	2017-18	March 2017 Update: Continue to offer two sections of Spanish to 8th grade students in 2017-18 since this program has been very successful
RHS students go to LRES to teach basic introductory French or Spanish to students	Principals, Language Teachers, Superintendent	2017-18	

Goal #4

Develop flexible school schedules for students and staff based on educational needs

OPERATIONAL

Action Items	Accountable	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 middle school schedule to better include band and chorus	Principal, Leadership Team		Completed
Pilot: RHS change in schedule to six periods	Principal, Leadership Team	August 2015	Completed
Evaluate Change; Surveys	Principal, Leadership Team	January 2016	Completed
Adjust or create new schedule	Principal, Leadership Team	March 2016 for 2016-17 school year	Completed
Create scheduling options for high school	Principal, RHS Scheduling Committee	January 2017	March 2017 Update: The High School Scheduling Committee reviewed several options and chose one; parent forum was held; students and staff were involved; a survey was presented to staff.
Bring new high school schedule to School Board	Principal, RHS Scheduling Committee	February 2017	March 2017 Update: School Board approved a modified 4x4 block scheduled for 17-18

Goal #4

Develop flexible school schedules for students and staff based on educational needs

OPERATIONAL

<b>Action Items</b>	<b>Accountable</b>	<b>Timeline</b>	<b>Updates</b>
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 Committee, Principals	September 2017	March 2017 Update: AIB, Resource Room, and/or Title I support at IHGMS

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

<b>Action Items</b>	<b>Accountable</b>	<b>Timeline</b>	<b>Updates</b>
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	March 2017 Update: Committee of para-educators, case managers, and the Special Education Director are meeting to complete a manual
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**

<b>Action Items</b>	<b>Accountable</b>	<b>Timeline</b>	<b>Updates</b>
Create College and Career Ready Counselor Position	Superintendent, Principal	August 2015	Completed
Advise 8th grade students on course selection	Counselor, Principal	January 2016	Completed
Meet with all freshmen to develop a career plan (beginning in 8th grade)	Counselor, Principal	August-Sept, 2015 January 2016	Completed
Discuss goals with juniors and seniors at least two times during the year	Counselor, Principal	Sept-Oct 2015 Jan-Feb 2016	Completed
Educate students and parents about the college admissions process (Hold at least two information nights)	Counselor, Principal	November 2015 March 2016	Completed
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
Report annually to the School Board on post-secondary process at RHS	Counselor	May 2016	Completed/Ongoing
Periodic updates to parents on educational highlights at each school	Principals, Counselors	Throughout the year	Completed/Ongoing
RCTV Faculty Chats	Principals, Teachers	Monthly 2015-16	
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

Goal #6  
Increase parent awareness of the importance of education  
STRATEGIC

Action Items	Accountable	Timeline	Updates
Hold academic-themed events	FEAT, Principals, Superintendent	2-3 throughout the year	Ongoing
Outreach program	Principals, Assistant Principals, Superintendent	Throughout the year	Ongoing
Administrators have home visits for truancy, academic issues	Principals	2016-17, then ongoing	<p>September 2016 Update: Principals tracking attendance, making calls home</p> <p>March 2017 Update: LRES Guidance increased parent communication around student attendance; informational flyers sent home and meetings scheduled for students approaching or exceeding 5-10 absences. RHS and IHGMS attendance tracking, parent meetings, CHINS as needed for excessive truancy; have required re-entry meetings with parents/students for multi-day out-of-school suspensions.</p>
Mandated meetings with parents for suspensions of more than three days	Principals, School Counselors	2016-17, then ongoing	Ongoing
College and Career Counselor meets with parents/student to develop 5 year plan (options)	College and Career Counselor, RHS Principal, IHGMS Principal	September 2017	
Create charts of economics of education costs	College and Career Counselor	October 2017	

Goal #6  
 Increase parent awareness of the importance of education  
 STRATEGIC

Action Items	Accountable	Timeline	Updates
Investigate an online community discussion group	Principals, Communications Committee, Technology Director	January 2018	
At least 20% of high school students will be dual-enrolled in college courses/post high school	College and Career Counselor, Principal, School Counselors	October 2018	March 2017 Update: Working with transition teacher, ELO teacher, and guidance to create opportunities for students to take courses beyond high school level



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

Action Items	Accountable	Timeline	Updates
Reorganize reading interventions	Superintendent	August 2015	Completed
Create Literacy Committee at LRES and IHGMS	Principals, Curriculum Coordinator, Teachers, Reading Specialists	October 2015	
Reorganize Title I services at LRES and IHGMS	Principals, Title I Coordinator, Title I Tutors	September 2015	Completed
Evaluate existing programs and assessments	Literacy Team	April 2015	
Vertical Meetings - IHGMS and LRES	Curriculum Coordinator	November 2015 May 2016	
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  March 2017 Update: Committee has met and begun the process of developing coordinated district-wide reading supports
Support staff training in best practices in reading	Principals, Curriculum Coordinator	2016-17 and yearly	March 2017 Update: LRES staff members sent to Lucy Caulkins and Jennifer Servallo conference; LRES schoolwide data days with Shannon Harken to organize intervention groupings; 12 LRES staff members enrolled in Learning Through Teaching course on-site; LRES Data Team and Literacy Team meet biweekly.
Research reading resources for all levels of readers	Principals, Teachers, Superintendent, Curriculum Coordinator	October 2017	

Goal #7

All students will read at or above grade level

STRATEGIC

Action Items	Accountable	Timeline	Updates
Ensure literacy is embedded in all competencies	Teachers, Curriculum Coordinator	June 2017	March 2017 Update: School working with a coach on best literacy practices in all academic areas
Pilot suggested new resources	Teachers, Curriculum Coordinator	Nov. 2017 - May 2018	
Purchase reading resources	Curriculum Coordinator	September 2018	
Assess effectiveness of reading resources	Teachers, Curriculum Coordinator, Principals, Superintendent	May 2019 and yearly	

Goal #8

Ensure rigorous and engaging instruction at all levels through district-wide collaboration

STRATEGIC

Action Items	Accountable	Timeline	Updates
Professional development on Charlotte Danielson, Webb's Depth of Knowledge, and Educator Effectiveness Plan	Superintendent, Principals, and Curriculum Coordinator	Begin summer 2017 and throughout 2017-18	
Training on Professional Learning Communities	Superintendent, Principals, and Curriculum Coordinator	Begin summer 2017 and throughout 2017-18	
Create data teams at all three schools and district-wide	Superintendent, Principals, and Curriculum Coordinator	September 2017	
Complete PACE application process and analyze value of continuing	Competency Team	Present to Board in September 2017	
Vertical meetings K-12 to look for gaps and redundancies in competencies	Curriculum Coordinator	October 2017 and ongoing	
Peer Coaching at all three schools	Principals, Teachers, Superintendent	Pilot in place by February 2018, then ongoing	
Research student input/feedback	Leadership Teams, Educator Effectiveness Team, Principals	May 2018	
PLC teams write and analyze common performance assessments (1-2 per year)	Principals, Teachers, Curriculum Coordinator	June 2018	
Staff Survey	Principals, Superintendent	June 2018	
Student Survey	Principals, Superintendent	June 2018	