



# **Strategic Plan:**

## **Phase II**

### **Vision 20/20 and Beyond**

**August 2016**



258 Western Avenue  
Henniker, New Hampshire 03242

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*Serving the Public School Districts of Henniker, John Stark, Stoddard, and Weare*

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August 2016

Dear Members of Our SAU 24 Community,

Shortly after my arrival in SAU 24 in August of 2010, I began a process to collect data from members of our school communities regarding their thoughts about our schools, including the schools' strengths, and areas for growth. I received a wealth of information, which served as the backdrop for our planning process and contributed to the creation of a vision for the future, ultimately resulting in our first SAU 24 Strategic Plan: [A Blueprint for the Future](#). Although it is difficult to believe, five years have passed since the creation of that plan and I am proud to say much has been accomplished. The original blueprint, including appendices of accomplishments can be found on our website.

As our work continues, I am pleased to present to you the second phase of our strategic planning process: [Vision 20/20 and Beyond](#). Like our original plan, Phase II is organized into the same seven overarching categories: curriculum and instruction, assessment and data, professional development, personnel, climate and culture, facilities and operations, and community support and involvement. This document represents hours of rich discussion and debate regarding priorities at the building and system levels and will guide our work as educators for the next five years and beyond. The singular element that focused the dialogue was the placement of teaching and learning at the forefront. It is clear that the categories addressing curriculum, instruction, assessment and data and professional development would naturally concentrate on the importance of educational programming and delivery, however, facilities and operations, culture and climate, and community support and involvement are equally critical to our success in the classroom. Everything we do, each and every day, places educating students at the core of our work and we are grateful for the continued support we receive from our communities.

Our commitment to continuous improvement endures. We will build upon our strengths, while seeking ways to improve our practice through the establishment of clear priorities.

With warmest regards,

Lorraine Tacconi-Moore, Ed.D  
Superintendent of Schools  
SAU 24

**SAU 24**

## School Administrative Unit 24

<b>Curriculum and Instruction:</b> Offer a rigorous and relevant curriculum to all students			
<b>Goal:</b> Ensure continuous student growth through programs aligned to the New Hampshire State Standards and New Hampshire State Frameworks for all students			
<b>Action(s) for Accomplishing Objectives</b>	<b>Person(s) Responsible</b>	<b>Timeline</b>	<b>Proposed Expense</b>
Full implementation of K-12 curriculum and instruction aligned to state standards in English Language Arts and mathematics	Assistant Superintendent Principals Teachers	2017	\$5,000
Full implementation of K-12 curriculum and instruction aligned to state science standards	Assistant Superintendent Principals Teachers	2018-2019	\$5,000
Full implementation of K-12 curriculum and instruction aligned to the New Hampshire State Frameworks	Assistant Superintendent Principals Teachers	2018-2019	\$5,000
Review current core programs K-8 and recommend adoption in ELA	Assistant Superintendent Principals Teachers	2016-2017	\$25,000
Review current core programs K-12 and recommend adoption in middle and high school mathematics	Assistant Superintendent Principals Teachers	2017-2018	\$40,000
Review current core programs K-12 and recommend adoption in science	Assistant Superintendent Principals Teachers	2018-2020	No additional expense

## School Administrative Unit 24

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Review civics curriculum to ensure alignment to the New Hampshire Frameworks	Assistant Superintendent Principals Teachers	2017	No additional expense
<b>Evidence of Quality Implementation</b>	<b>Additional Information</b>		
<ul style="list-style-type: none"> <li>• Completed documents that align New Hampshire State Frameworks in all content areas to the adopted programs, classroom instruction and common assessments</li> <li>• Observable instruction that reflects New Hampshire State Frameworks for all students</li> <li>• Data that demonstrate improved student performance</li> </ul>			

## School Administrative Unit 24

<b>Curriculum and Instruction:</b> Promote instructional practices for all students that are engaging, connect disciplines, and allow students to apply knowledge and develop higher order thinking skills			
<b>Goal:</b> Fully implement a systematic Response to Intervention (RTI) process for Math/Reading/Behavior aligned with the SAU 24 RTI framework			
<b>Action(s) for Accomplishing Objectives</b>	<b>Person(s) Responsible</b>	<b>Timeline</b>	<b>Proposed Expense</b>
Develop a common definition of high functioning intervention teams at all schools that address the needs of all learners	Assistant Superintendent Director of Student Services Principals	2017-2019	No additional expense
Review and revise the SAU 24 RTI Framework	Assistant Superintendent Director of Student Services Instructional Coaches	2017-2018	No additional expense
Monitor the implementation of the RTI framework in all schools	Assistant Superintendent Director of Student Services Instructional Coaches	2018-2019	No additional expense
Create high functioning intervention teams at all schools that applies the common definition of Response to Intervention	Assistant Superintendent Principals Teachers	2016-2020	No additional expense
Re-calibrate best practice strategies across the SAU	Assistant Superintendent Principals Teachers	2019-2020	No additional expense
Implement effective differentiated instructional practices in all classrooms across the SAU	Assistant Superintendent Principals Teachers	2017-2019	Training in year 1= \$2,000 Training in year 2= \$2,000 Training in year 3= \$2,000
Hire a literacy coach (6-12) and a mathematics/science coach (6-12) to model best practices and coach all teachers and para-educators in the content areas	Superintendent Assistant Superintendent Instructional Coaches K-8	2016-2017	Reallocation of current funding including grant funds

## School Administrative Unit 24

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<b>Evidence of Quality Implementation</b>	<b>Additional Information</b>
<ul style="list-style-type: none"><li>• Evidence of handbooks and pyramids of intervention at all schools that are aligned to the SAU framework</li><li>• Observable instruction at all 3 tiers that reflects best practices in all schools</li><li>• Data that reflects improved student performance for struggling learners (including all sub-group performance)</li><li>• Improved instruction, resulting in improved student learning and student achievement</li></ul>	

## School Administrative Unit 24

<b>Assessment and Data:</b> Utilize a variety of assessment practices to measure students' understanding and skills for academic growth			
<b>Goal:</b> Implement a systematic data plan across the SAU for student performance data to inform instruction			
<b>Action(s) for Accomplishing Objectives</b>	<b>Person(s) Responsible</b>	<b>Timeline</b>	<b>Proposed Expense</b>
Create a K-12 Data Team comprised of the assistant superintendent, principals, and instructional coaches to analyze data and share best practices	Assistant Superintendent Principals Instructional Coaches	Quarterly meetings October/January/March/May 2016-2021	No additional expense
Set SMART goals at all levels that focus on improving student performance <ul style="list-style-type: none"> <li>• Goals for students</li> <li>• ESLOs and Shared attributions for educators</li> <li>• Goals for curriculum committees</li> </ul>	Assistant Superintendent Principals Teachers Students	2016-2017	No additional expense
Utilize SAU approved assessment practices to include but not limited to <ul style="list-style-type: none"> <li>• Checking for understanding</li> <li>• Technology assisted immediate response</li> <li>• Student discussions</li> <li>• Student self-assessment</li> <li>• Written assignments</li> <li>• Teacher generated quizzes and tests</li> <li>• Student presentations</li> <li>• Culminating assignments</li> <li>• Performance assessments</li> <li>• Textbook/common assessments</li> <li>• NWEA</li> <li>• Statewide required testing</li> </ul>	Assistant Superintendent Principals Teachers Students	2017-2019	No additional expense
Revise the end-of-year student data profile to communicate to the receiving teachers past individualized instructional practices	Assistant Superintendent Instructional Coaches Director of Student Services	2016-2018	No additional expense



## School Administrative Unit 24

Implement the end-of-year student data profile to communicate to the receiving teachers past individualized instructional practices	Principals Teachers		No additional expense
Develop a proficiency-based assessment and reporting system that clearly represents student learning at all grade levels at HCS, WMS, JFES	Principals Teachers	2016-2017	No additional expense
Investigate data management systems that support the use of data to drive instruction	Assistant Superintendent Data & Assessment Team Leadership Team	2016-2017	No additional expense
Facilitate the implementation of a data management system that provides teachers with timely and easy-to-use data	Assistant Superintendent Data & Assessment Team Leadership Team	2017-2019	\$25,000
<b>Evidence of Quality Implementation</b>	<b>Additional Information</b>		
<ul style="list-style-type: none"> <li>• Highly effective data team</li> <li>• SMART goals documented and implemented at all levels</li> <li>• Utilization of data profile information to inform instructional strategies</li> <li>• A fully implemented, user-friendly standards-based reporting system</li> </ul>			

## School Administrative Unit 24

<b>Assessment and Data:</b> Utilize multiple data sources to inform decision-making			
<b>Goal:</b> Develop and maintain a systematic process for reviewing effective practice in the areas of Curriculum and Instruction, Supervision and Evaluation of Personnel, Professional Development, Community Support and Involvement			
Action(s) for Accomplishing Objectives	Person(s) Responsible	Timeline	Proposed Expense
Develop a method for collecting and utilizing data sources <ul style="list-style-type: none"> <li>• Curriculum and Instruction: Civics assessment</li> <li>• Supervision and Evaluation: Log recommendations and track progress toward goals. Evaluators share use of data generated from summative evaluations of personnel.</li> <li>• Professional Development: Use summative goals to inform professional development offerings</li> <li>• Community Support and Involvement: Track through community outreach from electronic newsletters and publications</li> </ul>	Director of Technology Leadership Team K-12 Committee Members Teachers	2016-2019	\$25,000
Track the effectiveness of intentional reflective practice by educators on student learning (Domain 5)	Superintendent Assistant Superintendent Administrators Teachers Para-educators	2017-2020	No additional expense
Evaluate the effectiveness of the instructional coaching model through the examination of student performance data.	Assistant Superintendent	2017-2019	No additional expense
Evaluate the effectiveness of the literacy and math facilitator model through the examination of student performance data	Superintendent Assistant Superintendent Administrators Teachers Para-educators	2018-2020	No additional expense

## School Administrative Unit 24

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<b>Evidence of Quality Implementation</b>	<b>Additional Information</b>
<ul style="list-style-type: none"><li>• Implementation of a quality civics assessment</li><li>• Improved practices</li><li>• Data-based professional development needs</li><li>• Positive school community relationships</li><li>• Increased student learning and an increase in proficiency levels of students as evidenced in performance data</li></ul>	

## School Administrative Unit 24

<b>Professional Development:</b> Provide opportunities to staff for continuous professional growth			
<b>Goal:</b> Maintain a common understanding of effective teaching practices with administrators, teachers, and support staff			
<b>Action(s) for Accomplishing Objectives</b>	<b>Person(s) Responsible</b>	<b>Timeline</b>	<b>Proposed Expense</b>
Provide opportunities for collaboration among administrators to calibrate evaluative practice	Leadership Team	2016-2021	No additional expense
Establish critical friends groups for administrators Establish critical friends groups for teachers	Leadership Team Teachers	2016-2017 2017-2019	No additional expense
Revise Professional Development Master Plan	Professional Development Committee Leadership Team	2016-2018	No additional expense
Develop curriculum and provide training for para-educators in literacy and mathematics	Assistant Superintendent Director of Student Services Instructional Coaches	2016-2017	No additional expense
Develop list of trainings required for Para II certification	Assistant Superintendent Director of Student Services Instructional Coaches	2016-2017	No additional expense
Require writing training for all instructional staff and administrators	Superintendent Assistant Superintendent Board Members	2016-2021	No additional expense
Require DI training for all administrators	Superintendent Assistant Superintendent	2017-2018	No additional expense

## School Administrative Unit 24

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Evidence of Quality Implementation	Additional Information
<ul style="list-style-type: none"><li>• Given an example of teaching, all administrators will rate the instruction in a similar manner</li><li>• Participation by administrators and teachers in critical friend groups</li><li>• A comprehensive Master Professional Development Plan approved by the State</li><li>• A clearly defined set of core requirements for para facilitators in literacy and mathematics</li><li>• A clearly defined set of core requirements for Para II certification</li><li>• Improved quality of written documents from staff</li><li>• Improved student learning and student performance on assessments</li></ul>	

## School Administrative Unit 24

<b>Professional Development:</b> Provide opportunities to staff for continuous professional growth			
<b>Goal:</b> Expand SAUniversity <sup>24</sup> to promotes SAU-wide goals while building educators' common knowledge base			
<b>Action(s) for Accomplishing Objectives</b>	<b>Person(s) Responsible</b>	<b>Timeline</b>	<b>Proposed Expense</b>
Continue to build relationships with institutions of higher learning to support graduate studies to include, New England College, Plymouth State University, Granite State College, University of New Hampshire, and Keene State College	Director of SAUniversity <sup>24</sup> Assistant Superintendent	2016-2021	No additional expense
Examine SAUniversity <sup>24</sup> offerings to align with the goals in the strategic plan	Director of SAUniversity <sup>24</sup> Assistant Superintendent Leadership Team	2016-2021	No additional expense
Expand book studies across the curriculum	Director of SAUniversity <sup>24</sup> Assistant Superintendent Professional Development Committee Instructional Coaches	2016-2018	No additional expense
Offer independent studies on action research	Director of SAUniversity <sup>24</sup> Assistant Superintendent	2017-2018	No additional expense
Develop and offer workshops that lead to Para II certification	Director of SAUniversity <sup>24</sup> Assistant Superintendent	2016-2018	No additional expense
<b>Evidence of Quality Implementation</b>	<b>Additional Information</b>		
<ul style="list-style-type: none"> <li>• Course offerings partnering with a variety of institutions of higher learning</li> <li>• A varied course schedule of offerings that support the strategic plan and Para II certification</li> </ul>			

## School Administrative Unit 24

<b>Personnel:</b> Recruit and retain professional, innovative, and dynamic staff dedicated to the success of all students			
<b>Goal:</b> Monitor the comprehensive system for evaluating staff aligned with effective teaching practices based on the Danielson Model for Supervision and Evaluation			
<b>Action(s) for Accomplishing Objectives</b>	<b>Person(s) Responsible</b>	<b>Timeline</b>	<b>Proposed Expense</b>
Monitor the implementation of Domain 5 through the examination of ESLO and Shared Attribution results	SAU Administrative Team Principals	2017-2021	No additional expense
Use results from evaluations to inform professional development offerings as well as Individual Professional Development Plans (IPDPs)	Leadership Team Professional Development Committee	2018-2019	No additional expense
Refine forms and protocols for evaluating para-educators including literacy and math facilitators to ensure effective support of student learning	Leadership Team	2017	No additional expense
Fully utilize the Human Resource Module in Budget Sense to effectively manage all aspects of the human resource department including contract development and the tracking and monitoring of educator evaluations	Superintendent Business Administrator HR Specialist Principals	2017	\$1,000
Create a comprehensive administrative handbook to ensure common understanding among administrators	SAU Administrative Team Consultant	2017	\$1,000
<b>Evidence of Quality Implementation</b>	<b>Additional Information</b>		
<ul style="list-style-type: none"> <li>• Teacher evaluations that illustrate Domain 5 with supporting evidence</li> <li>• Professional development offerings in SAU 24 that address recommendations embedded in evaluations</li> <li>• Effective support personnel process</li> <li>• Efficiency in tracking the evaluation process</li> </ul>			

## School Administrative Unit 24

<b>Personnel:</b> Recruit and retain professional, innovative, and dynamic staff dedicated to the success of all students			
<b>Goal:</b> Create a staff comprised of passionate educators dedicated to high expectations for all students across the SAU			
Action(s) for Accomplishing Objectives	Person(s) Responsible	Timeline	Proposed Expense
Develop a list of ideal characteristics of candidates to guide the interviewing and hiring process	Leadership Team	2017-2018	No additional expense
Generate interview protocols designed to help select candidates who are possess the knowledge, skills, and dispositions to meet the above goal	Leadership Team	2017-2018	No additional expense
Create opportunities for veteran staff that provide job satisfaction and recognition	Leadership Team	2017-2021	No additional expense
Evidence of Quality Implementation	Additional Information		
<ul style="list-style-type: none"> <li>• An agreed upon list of characteristics that are consistently utilized in the hiring process</li> <li>• Agreed upon interview protocols that are consistently utilized in the hiring process</li> <li>• A professional, innovative, and dynamic staff dedicated to the success of all students</li> </ul>			



## School Administrative Unit 24

<b>Culture and Climate:</b> Promote an atmosphere that supports a forward-thinking, professional learning community to meet the needs of 21 <sup>st</sup> century education			
<b>Goal:</b> Support and improve high-functioning professional learning communities at each school by 2021			
Action(s) for Accomplishing Objectives	Person(s) Responsible	Timeline	Proposed Expense
Orient new teachers across the SAU in the PLC model prior to opening day of school	SAU Administrative Team Principals	2017-2021	No additional expenses
Continue to focus on learning through the use of data and reflective practice.	Leadership Team Professional Development Com.	2018-2019	No additional expenses
Promote decision-making in collaborative teams by providing conditions that are conducive to high functioning teamwork.	Leadership Team	2017	No additional expenses
Implement trauma-informed school practices to create a safe learning environment for all	Director of Student Services Assistant Superintendent for C+I Leadership Team	2018-2020	Grant funded
Re-establish the position of a Student Resource Officer (SRO) to aid in safety and security	Superintendent Principals	2019-2021	\$35,000. per school
Evidence of Quality Implementation	Additional Information		
<ul style="list-style-type: none"> <li>• Revision of new teacher orientation programming</li> <li>• Presentations to faculty across the SAU</li> <li>• Shared decision-making that reflects the needs of students</li> <li>• Observable use of data to drive decision-making</li> </ul>			

## School Administrative Unit 24

<b>Facilities and Operations:</b> Provide and maintain facilities that support teaching and learning			
<b>Goal:</b> To implement efficiencies across the SAU by centralizing maintenance and custodial functions			
Action(s) for Accomplishing Objectives	Person(s) Responsible	Timeline	Proposed Expense
Examine the feasibility of hiring a SAU-wide Facility Director	Superintendent Business Administrator School Administrators	2016-2017	No additional expense
Utilize the services of all custodial employees throughout the Districts in teams to more efficiently complete large tasks when students are not occupying the buildings	SAU Maintenance Director Business Administrator School Administrators	2017-2018	No additional expense
Utilize the same product program in all buildings for cost efficiencies while maintaining local expectations in custodial and maintenance output	SAU Maintenance Director Business Administrator	2018-2019	No additional expense
Evidence of Quality Implementation	Additional Information		
Schools will be cleaned, refreshed and maintained in a quicker timeline by blitzing the schools with staff while utilizing similar cleaning materials throughout			

## School Administrative Unit 24

<b>Facilities and Operations:</b> Provide and maintain facilities that support teaching and learning			
<b>Goal:</b> To implement a SAU wide Capital Improvement Plan			
<b>Action(s) for Accomplishing Objectives</b>	<b>Person(s) Responsible</b>	<b>Timeline</b>	<b>Proposed Expense</b>
Complete the RFQ process for an energy audit at JSRHS	Business Administrator Maintenance Directors	2016-2017	No additional expense
Complete the RFQ process for an energy audit for the Weare School District	Business Administrator Maintenance Directors	2017-2018	No additional expense
Complete the RFQ process for an energy audit for the Henniker School District	Business Administrator Maintenance Directors	2017-2018	No additional expense
Complete the RFQ process for an energy audit for the Stoddard School District	Business Administrator Maintenance Directors	2017-2018	No additional expense
Determine the priority of all remaining projects for inclusion in a District Wide CIP	Business Administrator Facility Committee School Board	2017-2018	No additional expense
<b>Evidence of Quality Implementation</b>	<b>Additional Information</b>		
Savings in utility, energy and maintenance costs			

## School Administrative Unit 24

<b>Community Support and Involvement:</b> Promote positive relationships with the entire community to support education			
<b>Goal:</b> Continue to raise awareness in the communities regarding the many positive initiatives across the SAU			
Action(s) for Accomplishing Objectives	Person(s) Responsible	Timeline	Proposed Expense
Continued support for the distribution of information and community outreach through a variety of means	Community Outreach Coord Leadership Team Teachers School Board Members	2016-2021	No additional expense
Use technology as a vehicle for communication	Director of Technology Community Outreach Coord Leadership Team Teachers School Board Members	2016-2021	No additional expense
Encourage and promote student involvement in community-based organizations	Leadership Team Teachers School Board Members Students	2016-2018	No additional expense
Increase student recognition at School Board meetings	Leadership Team Teachers School Board Members Students	2016-2018	No additional expense
Evidence of Quality Implementation	Additional Information		
<ul style="list-style-type: none"> <li>• Regularly distributed informational materials</li> <li>• Up to date school websites and effective electronic communication</li> <li>• Increased participation of students in community organizations</li> <li>• Increased participation of students and parents at School Board meetings</li> </ul>			

**John Stark**  
**Regional**  
**High School**

## John Stark Regional High School

<b>Curriculum and Instruction:</b> To offer a rigorous and relevant curriculum to all students			
<b>Goal:</b> Ensure continuous student growth through programs aligned with national/state frameworks			
Action(s) for Accomplishing Objectives	Person(s) Responsible	Timeline	Proposed Expense
Establish a program of periodic curriculum review	Administrators Curriculum Coordinators	2016-2017	No additional expense
Participate in K-12 curriculum committees at the SAU level	Participating Faculty		No additional expense
Develop and implement school-wide social and civic expectations for student learning Habits of Work (HOW)	Administrators Faculty	2017-2018	No additional expense
Expand program offerings, particularly for non-four year college audience	Administrators Faculty	2016-2018	\$6,500 per year .6 FTE Mandarin Teacher
Expand opportunities for concurrent enrollments and other Extended Learning Opportunities (ELO) offerings	Administrators School Counselors Faculty	2017-2021	FTE considerations once fully implemented
Develop and implement a comprehensive School Counseling curriculum	School Counselors	2016-2018	No additional expense
Evidence of Quality Implementation	Additional Information		
<ul style="list-style-type: none"> <li>• Completed Curriculum Guide book for all curriculum areas</li> <li>• Notes/minutes from K-12 Curriculum meetings</li> <li>• Effective system for measuring and reporting HOW that is understood and supported by all stakeholders</li> <li>• New courses developed in response to changing needs/interests</li> </ul>	<ul style="list-style-type: none"> <li>• Clear procedure for ELOs and evidence of ELOs that students have completed</li> <li>• Understanding by all stakeholders of the purpose and scope of the School Counseling curriculum and related activities</li> </ul>		

## John Stark Regional High School

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<b>Curriculum and Instruction:</b> To promote instructional practices for all students that are engaging, connect disciplines, and allow students to apply knowledge and develop higher order thinking skills			
<b>Goal:</b> Promote instructional practices for all students that are engaging, connect disciplines, and allow students to apply knowledge and develop higher order thinking skills			
Action(s) for Accomplishing Objectives	Person(s) Responsible	Timeline	Proposed Expense
Support common planning time structures in the master schedule	Administrators Curriculum Coordinators	2016-2021	No additional expense
Use faculty professional development time for teachers to share best practices and learn from each other	Administrators Faculty	2016-2021	Teacher presentations \$1,800 per year
Evidence of Quality Implementation	Additional Information		
<ul style="list-style-type: none"> <li>• Higher rates of students passing learning targets first time and passing competencies and classes</li> <li>• Notes from PLC team meetings</li> <li>• Teacher reflections from PD opportunities</li> <li>• Notes and feedback from teacher surveys of in-house PD offerings</li> </ul>			

## John Stark Regional High School

<b>Curriculum and Instruction:</b> Ensure high performing RTI structures, processes, and practices to promote and ensure high expectations and achievement for all students			
<b>Goal:</b> Promote and ensure high expectations and achievement for all students			
<b>Action(s) for Accomplishing Objectives</b>	<b>Person(s) Responsible</b>	<b>Timeline</b>	<b>Proposed Expense</b>
Implement explicit training for faculty in effective Tier 1 interventions	Administrators Faculty	2017-2021	No additional expense
Develop Tier 2 structures with clear entry and exit standards	Administrators Intervention Team	BIT by fall 2016 AIT by fall 2017	No additional expense
Provide focused and specialized instruction for Tier 2 and 3 to include intensive remediation for small groups, summer school, and after school programming	RTI Team Coaches	pilot intensive remediation spring 2017, implement summer revisions 2017; after school additions 2017-2018	FTE in 2017-2018 Transportation \$10,000 annually
Make proactive 8th to 9th grade placement decisions	Sending Schools' Personnel Counseling Staff Related RTI Team Members	2017	No additional expense
<b>Evidence of Quality Implementation</b>	<b>Additional Information</b>		
<ul style="list-style-type: none"> <li>• Pyramid of interventions that is known and supported by all school personnel</li> <li>• PLC reflections on applications and efficacy of Tier I work</li> <li>• Increased Tier 2 structures to include a more robust</li> <li>• Samples of students being tracked in the RTI process that is communicated to all stakeholders</li> <li>• RTI structures fully integrated into school leadership model</li> </ul>			



## John Stark Regional High School

<b>Assessment and Data:</b> To develop a unified approach towards assessment and reporting practices			
<b>Goal:</b> Develop a unified approach towards assessment and reporting practices			
Action(s) for Accomplishing Objectives	Person(s) Responsible	Timeline	Proposed Expense
Develop a reporting system to reflect competency based instruction and assessment	Administrators Faculty	2017-2018	\$4,000 programming
Communicate with stakeholders throughout the process to ensure support and clarity	Administrators	2017-2021	No additional expense
Align teacher assessment and reporting practices (reassessments, calibration/rubric scoring, etc.)	Administrators Faculty	2017-2018	No additional expense
Develop the Habits of Work (HOW) report card and determine its value	Administrators Faculty	2017-2018	No additional expense
Determine impact on secondary decisions such as class rank, GPA, honor roll, transcripts	Administrators Faculty	2017-2019	No additional expense
Develop a 9-12 screening, diagnostic, and progress monitoring model that complements the K-8 model to identify and track students in Tiers 2 and 3	Administrators RTI Teams SAU Coaches	Model decisions by fall 2017 Implementation begins 2017-2019	\$10,000 annually
Evidence of Quality Implementation	Additional Information		
<ul style="list-style-type: none"> <li>• A new grade reporting system that incorporates competency based assessment and HOW</li> <li>• Meetings with stakeholders to receive feedback and evidence of changes based on same</li> <li>• Reflections on use of common assessment rubrics</li> <li>• Reflections on grading calibration exercises</li> <li>• Clear explanation in the Program of Studies of grading practices and structures that is supported by faculty</li> <li>• Feedback from students and parents that show how practices reflect expectations that were set</li> </ul>	<ul style="list-style-type: none"> <li>• Universal screening tools,-increases may be offset by NWEA savings</li> <li>• Diagnostic and Progress Monitoring tools-Tier 2-10,000 annual to include implementation PD and assessment tools</li> </ul>		

## John Stark Regional High School

<b>Assessment and Data:</b> Use multiple data sources to inform decision-making			
<b>Goal:</b> PLCs use evidence-based decisions to inform their essential questions			
Action(s) for Accomplishing Objectives	Person(s) Responsible	Timeline	Proposed Expense
Improve faculty capacity to collect, understand, and use student data	Administrators Data and Assessment Team	2017-2021	See PD goal
Create a school-wide Data and Assessment Team	Administrators	2016-2017	\$4,400 annually (grant)
Work with a data coach	Administrators Data and Assessment Team	2016-2018	NHDOE provides at no cost
Evidence of Quality Implementation	Additional Information		
<ul style="list-style-type: none"> <li>• PLC notes reflect use of evidence to inform instructional decisions</li> <li>• Reflections from the Data and Assessment team</li> <li>• Longitudinal Reports from the Data and Assessment team</li> <li>• Faculty training (in-house and outside) in the PLC model</li> <li>• Notes from meetings with the Data Coach</li> <li>• 5th Domain fully implemented by spring 2017</li> </ul>			

## John Stark Regional High School

<b>Professional Development:</b> Provide opportunities to staff for continuous professional growth			
<b>Goal:</b> Focus collective training resources on collaborative practices and instructional strategies			
Action(s) for Accomplishing Objectives	Person(s) Responsible	Timeline	Proposed Expense
Focus on collaborative practices and instructional strategies	Administrators Curriculum Coordinators Teachers	2016-2018	No additional expense
Promote teachers teaching teachers model through faculty meetings, PLC coaching, classroom observations, and common instructional and assessment strategies	Administrators Curriculum Coordinators Teachers	PLC offsite training- summer 2016 PLC wkshp Aug 2016 KTL-August 2017 (2 days) PD strands 2015-17	PLC-Focus and Title II grant KTL-Focus and Title II grant PD Strands- JS Goal 2
Evidence of Quality Implementation	Additional Information		
<ul style="list-style-type: none"> <li>• Shift occurs with completion of online curriculum guide book</li> <li>• Key leaders who attend PLC training in summer 2016 lead PLC coaching effort in concert with PLC staff training hosted at JS in Aug 2016</li> <li>• Keys to Literacy staff-wide focus in 2017-2018 begins with training hosted at JS in Aug 2017</li> <li>• PD Strands provide evidence of changes in professional practice such as annotated student work, PLC minutes, or teacher reflections</li> <li>• Essential PLC work products reviewed by supervising administrator</li> <li>• Formal observations and summative reports highlight classroom observations by teachers of instructional strategies</li> <li>• IPDP reviews show a balance of in and out of house training to support educators at their level of learning</li> </ul>	<ul style="list-style-type: none"> <li>• The school will ensure that teachers use extra common time effectively when extended learning is implemented within the regular school program by providing targeted professional development</li> <li>• Professional development will be aligned with identified needs based on staff evaluation and student performance</li> </ul>		

## John Stark Regional High School

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<b>Personnel:</b> Recruit and retain professional, innovative, and dynamic staff dedicated to the success of all students			
<b>Goal:</b> Build capacity within the faculty and staff to proactively address projected student needs and to enhance operational efficiency			
<b>Action(s) for Accomplishing Objectives</b>	<b>Person(s) Responsible</b>	<b>Timeline</b>	<b>Proposed Expense</b>
Evaluate assessment practices and analyze program and training needs	Administrators	2016-2017	No additional expense
Develop a collective training plan, for professional development opportunities	Coordinators PD Committee Coaches and Mentors JSTA JSSPA Data and Assessment Team	annually later spring	No additional expense
Support creation and alignment of school goals, educator and para recertification goals, and ESLOs with adequate training	Administrators PD Committee	2016-2019	No additional expense
Support and encourage faculty to earn endorsements in complementary content areas, Project Lead The Way (PLTW), and Running Start	Administrators Coordinators	2016-2021	No additional expense
Formalize cross-training for administrative support personnel	Administrators	2016-2021	No additional expense
Implement revised summative feedback systems for para-educators	SAU Leadership Team JSSPA	2017-2018	No additional expense

## John Stark Regional High School

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<b>Evidence of Quality Implementation</b>	
<ul style="list-style-type: none"><li>• 5 year Program analysis and needs report created in summer of 2016 and updated annually</li><li>• Annual survey of faculty to inform PD needs</li><li>• Calendar of collective PD time published at the beginning of each semester/year</li><li>• Improved alignment of school goals, educator goals, and ESLOs is evident in formal observation and summative reports as well as in IPDP folders</li><li>• Evidence that training has an impact in written goals and reflections</li></ul>	<ul style="list-style-type: none"><li>• Increased number of multi-endorsement faculty</li><li>• Faculty capacity supports changing curriculum offerings</li><li>• Increased number of Running Start (or similar) courses offered</li><li>• Increase the number of SPED teachers content-area certified</li><li>• Admin support cross-trained in multiple systems</li><li>• FTE plan focuses on re-allocation as opposed to just additions</li><li>• Mentoring program remains well regarded and adds the second year supports</li><li>• Revised certified educator summative reports reflect rich feedback in all five domains</li><li>• Continuing contract status educators have options for annual observations reflective summative reports supporting their recertification cycle</li><li>• New support staff report focuses on both performance and professional growth</li></ul>

## John Stark Regional High School

<b>Culture and Climate:</b> Promote an atmosphere that supports a forward-thinking, professional learning community to meet the needs of 21 <sup>st</sup> century education			
<b>Goal:</b> Climate and culture reflects an accepting environment that supports student interests and faculty growth in a collaborative learning environment – Regard, Respect, Integrity			
Action(s) for Accomplishing Objectives	Person(s) Responsible	Timeline	Proposed Expense
Create a holistic approach that focuses on the role of a strong student council to enable student voice in all aspects of school culture	Administrators Various Club Advisors Athletic Director Team Coaches	2017-2020	No additional expense
Engage in meaningful discussions about governance and clarify the school’s leadership structure	Principal Building-based Admin Team	2017-2018	No additional expense
Decrease occurrences of behaviors that are disruptive to the learning environment	Administrators Teachers Support Staff	2017-2020	No additional expense
<b>Evidence of Quality Implementation</b>	<b>Additional Information</b>		
<ul style="list-style-type: none"> <li>● Student leadership with adult advice, not just mentoring</li> <li>● Identify what a positive climate and culture is for staff and students (setting the stage) that connects and engages all</li> <li>● Culture and climate of shared ownership permeates systems and structures from PLCs through school governance and leadership for adults</li> <li>● Spring surveys, OCR and State reports; D&amp;A team longitudinal reports</li> <li>● Review of incidences from sending schools to predict and intervene</li> <li>● Improved communicating and decision making</li> </ul>	<ul style="list-style-type: none"> <li>● Student leadership: Student Council, School Board Representatives, Class Executive Committees, Peer Leaders, ADL, Amnesty, NHS, team captains, service organizations, morning announcers</li> </ul>		

## John Stark Regional High School

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<b>Facilities and Operations:</b> Provide and maintain facilities that support teaching and learning			
<b>Goal:</b> Responsive development of facilities and tech infrastructure to promote student learning			
<b>Action(s) for Accomplishing Objectives</b>	<b>Person(s) Responsible</b>	<b>Timeline</b>	<b>Proposed Expense</b>
Secure a viable facility for the Alternative High School	Director of Equity Principal Director of B&G	2017-2018	\$10,000
Maintain a proactive approach to enhance IT infrastructure to support instructional shifts	Technology Sub-Committee	2017-2021	E-rate annual replacement commitment \$34,000 Labs (5 year rotation between labs) \$10,000 software annually
Review space and equipment allocations to support programs	Administrators	2016-2021	\$30,000 late buses
Sustain building appearance at current or improved levels	Principal Facilities Sub-Committee Director of B&G	2017-2021	\$8,000 annually
Address air quality to support learning	Principal Facilities Sub-Committee Director of B&G	2017-2019	TBD

# John Stark Regional High School

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Evidence of Quality Implementation	Additional Information
<ul style="list-style-type: none"><li>• Alternative Program facility promotes access to an increased variety of programs and transition opportunities</li><li>• Five fixed labs and enhanced shared cart plan remain at existing levels of readiness</li><li>• WiFi and bandwidth sufficient to support shared cart IT model</li><li>• Lifespan of current devices factors into replacement plans for shared carts</li><li>• 5% Furniture replacement supported annually</li><li>• carpeting replaced</li><li>• Learning Management System analysis completed</li></ul>	



## John Stark Regional High School

<b>Facilities and Operations:</b> Provide and maintain facilities that support teaching and learning			
<b>Goal:</b> Promote proactive and responsible stewardship of the facilities			
Action(s) for Accomplishing Objectives	Person(s) Responsible	Timeline	Proposed Expense
Shift towards preventive maintenance model to maintain a safe and healthy working environment	SAU Business Administrator Director of B&G	2017-2021	TBD
Ensure ADA compliant access to facilities and fields	Director of B&G Facilities Sub-Committee Athletic Director	2017-2018	\$20,000
Methodically improve emergency, security, and safety systems to include access road	Director of B&G Facilities Sub-Committee	2017-2019	\$58,000
Support School Board level Capital Improvement efforts	Director of B&G Facilities Sub-Committee SAU Business Administrator	HVAC plans fall 2016 Roof plan summer 2017	\$10,000
Install an interconnected ground water recovery and irrigation system	Director of B&G Facilities Sub-Committee	2016-2018	approx \$20,000 per field One per year
Evidence of Quality Implementation	Additional Information		
<ul style="list-style-type: none"> <li>• Reduction in frequency and urgency of HVAC service calls reliable elevator service</li> <li>• Just-in-time access to fields for elderly and limited mobility guests</li> <li>• Options for elderly and limited mobility guests attending performances and games</li> </ul>	<ul style="list-style-type: none"> <li>• Interconnected ground water recovery and irrigation systems for all 5 fields</li> <li>• All-season vehicular to campus and fields</li> <li>• Key and lock and access control established</li> <li>• Capital Plan that addresses HVAC and air quality, roof, parking lot, envelope, septic, emergency electrical needs, water, drains and catch basin, vehicular, and other long-term replacement items</li> <li>• Bathroom/shower facilities upgraded to support privacy concerns</li> </ul>		

## John Stark Regional High School

<b>Community Support and Involvement:</b> Promote positive relationships with the entire community to support education			
<b>Goal:</b> Foster relationships to create expanded academic, social, and civic learning opportunities for students			
Action(s) for Accomplishing Objectives	Person(s) Responsible	Timeline	Proposed Expense
Access the community as an extension of the classroom and co-curricular groups for authentic projects and service learning opportunities	Administrators Teachers Staff School-to-Career Coordinator	2016-2020	Transportation costs
Build relationships with the community to broaden opportunities for individual student internships, capstone projects, and work experience	Administrators School Counselors	2016-2019	No additional expense
Continue to foster a strong relationship with New England College (NEC) to expand opportunities for students, seniors, faculty, and the alternative high school	Administrators Teachers Staff	2016-2018	No additional expense
Invite stakeholders to participate in panels to review and recommend reforms to current practices and anticipated changes	Principal School Board Parent Leaders	2016-2020	No additional expense
Enhance community communications	Principal	2021	\$7,000 digital sign
Evidence of Quality Implementation	Additional Information		
<ul style="list-style-type: none"> <li>• Continued positive presence in local news media</li> <li>• Enhanced website and social media presence</li> <li>• NEC relationship expands beyond student teacher opportunities</li> <li>• Student leaders work as partners with select community organizations</li> </ul>			

**James Faulkner  
Elementary School**

## James Faulkner Elementary School

<b>Curriculum and Instruction:</b> Offer a rigorous and relevant curriculum to all students			
<b>Goal:</b> Implement and sustain continuity of curriculum for each core subject area across all grade levels to ensure all students are receiving instruction aligned to the New Hampshire State Standards and New Hampshire State Frameworks			
<b>Action(s) for Accomplishing Objectives</b>	<b>Person(s) Responsible</b>	<b>Timeline</b>	<b>Proposed Expense</b>
Identify standards each grade level is responsible for teaching in science in a multi-age classroom	Principal Teachers	2017	No additional expense
Identify each theme of study each grade level is responsible for teaching in social studies in a multi-age classroom	Principal Teachers	2017	No additional expense
Implement Foundations into grade 2 and grade 3	Principal Teachers	Grade 2 September 2016 Grade 3 September 2017	\$3,000
Full implementation of the Lucy Calkins Writing program	Principal Teachers	2017	\$1,000
Full implementation of the Lucy Calkins Reading Program	Principal Teachers	2018	\$3,000
Develop a curriculum guide for each grade level	Principal Teachers	K-2 grade 2017 3-5 grade 2018	No additional expense
<b>Evidence of Quality Implementation</b>	<b>Additional Information</b>		
<ul style="list-style-type: none"> <li>• JFES will have a sequential and coherent curriculum guide for each grade</li> <li>• All staff will know what is taught and assessed at each grade level</li> </ul>			

## James Faulkner Elementary School

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<b>Curriculum and Instruction:</b> Promote instructional practices for all students that are engaging, connect disciplines, and allow students to apply knowledge and develop higher order thinking skills			
<b>Goal:</b> Fully implement a systematic Response to Intervention (RTI) process for Math/Reading/Behavior aligned with the SAU 24 Response to Intervention framework			
Action(s) for Accomplishing Objectives	Person(s) Responsible	Timeline	Proposed Expense
Define the RTI Team and its role and responsibilities	Principal Staff	September 2017	No additional expense
Create a RTI process that involves entrance and exit criteria	RTI Team	2017	No additional expense
Communicate regularly and consistently with all staff about the progress of the implementation of the RTI Process	Principal RTI Team	2017-2018	No additional expense
Evidence of Quality Implementation	Additional Information		
<ul style="list-style-type: none"> <li>• JFES will have a documented RTI process that can be shared with all stakeholders</li> <li>• Intervention strategies and attempts will be documented for future teachers to review and access</li> <li>• Students' needs will be addressed in a systematic process through a team of professionals with documentation and a team decision focus</li> </ul>			

## James Faulkner Elementary School

<b>Assessment and Data:</b> Utilize a variety of assessment practices to measure students' understanding and skills for academic growth			
<b>Goal:</b> Teachers will use a variety of assessment data to drive instruction to increase student performance and academic growth every year			
Action(s) for Accomplishing Objectives	Person(s) Responsible	Timeline	Proposed Expense
Meet to analyze student data and create action steps to address student needs	Principal Teachers Coaches	2017-2020 Quarterly	No additional expense
Provide access and train teachers to analyze student data to drive classroom instruction	Principal Coaches	2017-2018	\$2,000 for webinars/ workshops
Discuss and analyze student data as a staff Identify three strengths of our school's data and three weaknesses From this analysis identify key practices we will continue and adjust to increase student performance	Principal Teachers	2017-2020 Quarterly Semi-Annually	No additional expense
Evidence of Quality Implementation	Additional Information		
<ul style="list-style-type: none"> <li>• Teachers will come to data meetings prepared to discuss their student data</li> <li>• Teachers will be knowledgeable and be able to analyze student performance data in meetings and independently when looking at student data</li> <li>• Teachers will be independently looking at their student data to drive their instruction</li> <li>• Current instructional practices will continue or discontinue based on analysis of student performance data on assessments</li> <li>• All students will make progress</li> </ul>			

## James Faulkner Elementary School

<b>Assessment and Data:</b> Utilize a variety of assessment practices to measure students' understanding and skills for academic growth			
<b>Goal:</b> Develop and implement a K-5 standards-based report card			
Action(s) for Accomplishing Objectives	Person(s) Responsible	Timeline	Proposed Expense
Identify by trimester standards to be addressed at each grade level	Principal Teachers	September 2016	No additional expense
Revise and/or create common assessments to assess each standard at each grade level	Teachers	September 2016-June 2017	No additional expense
Hold informational sessions for parents on standards-based grading and the new standard based report card	Principal	September-November 2016	\$100 for refreshments and handouts
<b>Evidence of Quality Implementation</b>		<b>Additional Information</b>	
<ul style="list-style-type: none"> <li>• JFES teachers will use a Standards-Based report card to report out to parents on their child's academic progress at the end of each trimester</li> <li>• Parents will be informed of their child's academic progress on each standard for their current grade level three times a year</li> <li>• Teachers will have assessments for each "I can Statements" being assessed each trimester</li> </ul>			

## James Faulkner Elementary School

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<b>Assessment and Data:</b> Utilize multiple data sources to inform decision-making			
<b>Goal:</b> Adopt a system that tracks student performance data and interventions that is accessible to teaching staff to inform decision making and instructional practices			
Action(s) for Accomplishing Objectives	Person(s) Responsible	Timeline	Proposed Expense
Ascertain what student information is important to begin the school year	Principal Teachers	2017	No additional expense
Evidence of Quality Implementation	Additional Information		
<ul style="list-style-type: none"> <li>• JFES will have a system in place that tracks student performance data and interventions on every student enrolled</li> <li>• Teachers will have access to current performance data and intervention support</li> <li>• The system is efficient and user friendly</li> </ul>			



## James Faulkner Elementary School

<b>Professional Development:</b> Provide opportunities to staff for continuous professional growth			
<b>Goal:</b> Provide professional development opportunities to all staff that support current curriculum (Every Day Math, Lucy Calkins Writing, Reading) and school wide initiatives (Responsive Classroom, Google classroom, RTI) to ensure continuity and best teaching practices across the grade levels			
<b>Action(s) for Accomplishing Objectives</b>	<b>Person(s) Responsible</b>	<b>Timeline</b>	<b>Proposed Expense</b>
Train staff on effective differentiated practices	Principal Coaches	2016-2020	\$500
Use staff meetings, early release days, and teacher workshop days to enhance and refine current best practices in teaching cores subject areas	Principal Coaches Outside Presenters	2016-2020	\$500
Provide resources and support for individualized professional development for all staff that connect with their IPDP and ESLO goals	Principal Coaches	2016-2020	No additional expense
Secure reliable substitutes when teachers are engaged in PD	Principal School Secretary HR Department School Board	2017	\$200 in advertisement \$500 increase in substitute pay
<b>Evidence of Quality Implementation</b>	<b>Additional Information</b>		
<ul style="list-style-type: none"> <li>• Teachers will attend high quality professional development to support their PD and ESLO goals and administrator's recommendations</li> <li>• Reliable substitutes will be available when professional days are granted</li> <li>• All teachers will implement with fidelity adopted curriculum</li> </ul>			

## James Faulkner Elementary School

<b>Culture and Climate:</b> Promote an atmosphere that supports a forward-thinking, professional learning community to meet the needs of 21 <sup>st</sup> century education			
<b>Goal:</b> To maintain a positive and supportive culture and climate for a safe and effective learning environment			
<b>Action(s) for Accomplishing Objectives</b>	<b>Person(s) Responsible</b>	<b>Timeline</b>	<b>Proposed Expense</b>
Train all staff in Responsive Classroom	Principal	2016-2020	\$3,000
Revise All-School Assemblies	Teachers Principal Staff	2016-2017	No additional expense
Support the weekly wellness activities sponsored by the Wellness Committee	Staff Principal Wellness Committee	2016-2020	No additional expense
Recognize student and staff birthdays and achievements	Principal	2016-2020	No additional expense
<b>Evidence of Quality Implementation</b>	<b>Additional Information</b>		
<ul style="list-style-type: none"> <li>• Positive feedback from staff as measured by end of year reflection exercise</li> <li>• Increase participation in activities that support the development of a positive culture</li> </ul>			

## James Faulkner Elementary School

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<b>Facilities and Operations:</b> Provide and maintain facilities that support teaching and learning			
<b>Goal:</b> Provide adequate space to address the projected student enrollment and meet 21 <sup>st</sup> century learning needs of students			
<b>Action(s) for Accomplishing Objectives</b>	<b>Person(s) Responsible</b>	<b>Timeline</b>	<b>Proposed Expense</b>
Support Building Committee proposal for addition	All Staff	2016-2017	No additional expense
Encourage all staff to be positive, support and educate the Stoddard community on JFES's space needs	All Staff	2016-2017	No additional expense
Provide creative solutions for grade-level composition to accommodate increase in student population	Principal	2018-2019	Additional half-time teacher
<b>Evidence of Quality Implementation</b>	<b>Additional Information</b>		
<ul style="list-style-type: none"> <li>• JFES's school building will adequately support student learning</li> <li>• Voters will support a warrant article for an addition</li> </ul>			

## James Faulkner Elementary School

<b>Facilities and Operations:</b> Provide and maintain facilities that support teaching and learning			
<b>Goal:</b> JFES will provide a safe and clean environment to support learning			
<b>Action(s) for Accomplishing Objectives</b>	<b>Person(s) Responsible</b>	<b>Timeline</b>	<b>Proposed Expense</b>
The safety committee will meet quarterly to prioritize needs within the building	Principal	Quarterly each school year	Expenses for required safety items
Employ full time maintenance staff to meet the demands of the building	Principal Superintendent School Board	2017-2020	\$20,000
Develop a budget to support increase in square footage	Principal Superintendent School Board	2017-2020	\$4,000
<b>Evidence of Quality Implementation</b>	<b>Additional Information</b>		
<ul style="list-style-type: none"> <li>• Safety concerns addressed</li> <li>• Adequate custodial staff to meet building needs</li> <li>• Budget approved to support requests</li> </ul>			

## James Faulkner Elementary School

<b>Community Support and Involvement:</b> Promote positive relationships with the entire community to support education			
<b>Goal:</b> Continue to collaborate and work with community partners (Davis Library, Historical Society, Fire Department, and Conservation Committee) to support our students' education			
<b>Action(s) for Accomplishing Objectives</b>	<b>Person(s) Responsible</b>	<b>Timeline</b>	<b>Proposed Expense</b>
Expand the Memorial Day program to involve more community members	Principal Teachers	2016-2020	No additional expense
Involve the Stoddard Historical Society to enrich our social studies curriculum in K-5	Teachers	2018	\$200 bus costs
Continue our partnership with the Friends of the Davis Library to host the Book Pal Program	Principal Teachers Library Paraprofessional	2016-2020	\$100 postage, refreshments \$200 bus costs
Continue to partnership with the Conservation Committee and Fish and Game	Teachers	2016-2020	\$100 field trips \$500 supplies
Collaborate with the Stoddard Fire Department on expanding Fire Prevention Day	Principal	September of each year	\$200 equipment from Keene
<b>Evidence of Quality Implementation</b>	<b>Additional Information</b>		
<ul style="list-style-type: none"> <li>• Media recognition of events at JFES</li> <li>• Positive feedback from residents of Stoddard about the interaction they have had with JFES students</li> <li>• Book Pal celebration night</li> <li>• Increased collaboration between the school and town library</li> </ul>			

## James Faulkner Elementary School

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<b>Community Support and Involvement:</b> Promote positive relationships with the entire community to support education			
<b>Goal:</b> Organize and host quarterly school events to inform community stakeholders on school specific topics and highlight student learning			
Action(s) for Accomplishing Objectives	Person(s) Responsible	Timeline	Proposed Expense
Survey parents on topics of interest regarding their child's education and plan informational sessions based on results	Principal	June 2017	\$1,500 advertisement and speakers
Host a Math and Reading night	Principal Teachers	Math-June 2017 Reading June 2018	No additional expense
Evidence of Quality Implementation	Additional Information		
<ul style="list-style-type: none"> <li>• Community stakeholders will feel welcomed and be informed</li> <li>• Parents feel connected to the school</li> </ul>			

**Henniker  
Community  
School**

## Henniker Community School

<b>Curriculum and Instruction:</b> Offer a rigorous and relevant curriculum to all students			
<b>Goal:</b> Provide the structural programming to ensure that students are prepared for high school learning expectations			
Action(s) for Accomplishing Objectives	Person(s) Responsible	Timeline	Proposed Expense
Reorganize our K-8 school into grade level clusters: K-3 (elementary), 4-5 (upper elementary), 6-8 (middle school)	Administrators	Fully implemented August 2017	No additional expense
Hire a math interventionist	Administrators	August 2017	\$75,000 Annually
Create a digital learning space that meets the needs of students in the 21 <sup>st</sup> century school and satisfies requirements of the NHDOE	Technology Team	2020	TBD
Create a flexible master schedule that matches the needs of the different developmental stages of students in grades K-8 to meet the challenges of fluctuating enrollment	Administrators Guidance Counselor Teachers	Annually 2016-2020	No additional expense
Evidence of Quality Implementation	Additional Information		
<ul style="list-style-type: none"> <li>• Teachers will use more technology in their lessons</li> <li>• Students will be proficient with the most current technology</li> <li>• Interventionist to work with students needing specific skill instruction</li> </ul>	<ul style="list-style-type: none"> <li>• The digital learning space will be a revamped computer lab to add use of the many digital devices that can enhance learning in today's technological world</li> </ul>		



## Henniker Community School

<b>Curriculum and Instruction:</b> Offer a rigorous and relevant curriculum to all students			
<b>Goal:</b> Provide quality, differentiated instruction for all learners to ensure student learning			
Action(s) for Accomplishing Objectives	Person(s) Responsible	Timeline	Proposed Expense
Review student performance data in PLC teams to effectively provide tiered interventions	Administrators Literacy/Math Coaches I Team Leaders Teachers	2016-2017	No additional expense
Review student performance data and entrance/exit criteria to deliver effective Tier 2 and 3 interventions	Administrators Literacy/Math Coaches I Team Leaders	2017-2018	No additional expense
Report progress of student performance data and entrance/exit criteria to deliver effective Tier 2 and 3 interventions	Administrators Literacy/Math Coaches I Team Leaders	2018-2019	No additional expense
Integrate extended learning opportunities in all classrooms for all students	All staff	2017-2020	No additional expense
Evidence of Quality Implementation	Additional Information		
<ul style="list-style-type: none"> <li>• Improved state and local assessment scores</li> <li>• Percentage of students who meet their growth target increases by 5% each year</li> </ul>	<ul style="list-style-type: none"> <li>• Scheduling/team configuration is critical to the success of this goal</li> </ul>		

## Henniker Community School

<b>Curriculum and Instruction:</b> Promote instructional practices for all students that are engaging, connect disciplines, and allow students to apply knowledge and develop higher order thinking skills			
<b>Goal:</b> Offer an integrated STEM and Humanities program to middle school students			
Action(s) for Accomplishing Objectives	Person(s) Responsible	Timeline	Proposed Expense
Develop a STEM curriculum aligned with math, science, ELA and Tech Ed NH State Frameworks	Teachers Curriculum Coordinators Coaches	By September 2017	\$840 summer work \$7581 supplies, new equipment, dues and fees
Develop a Humanities curriculum aligned with ELA and social studies, CCSS and NH State Frameworks	Teachers Curriculum Coordinators Coaches	By September 2017	\$840 summer work \$500 supplies
Offer an integrated STEM program for K-6	Teachers Curriculum Coordinators Coaches	By September 2020	\$840 summer work \$7581 supplies, new equipment, dues and fees
Evidence of Quality Implementation	Additional Information		
<ul style="list-style-type: none"> <li>• Improved performance on state and local assessments</li> <li>• Increased ability for students to apply knowledge to performance tasks</li> </ul>	<ul style="list-style-type: none"> <li>• This curriculum eliminates the stand alone class of tech ed and integrates math, science, ELA and tech ed standards into a STEM class for 7/8<sup>th</sup> graders</li> <li>• A humanities course expands instruction in social studies and ELA</li> </ul>		

## Henniker Community School

<b>Curriculum and Instruction:</b> Promote instructional practices for all students that are engaging, connect disciplines, and allow students to apply knowledge and develop higher order thinking skills			
<b>Goal:</b> Transition to a system of proficiency-based education PK-8			
Action(s) for Accomplishing Objectives	Person(s) Responsible	Timeline	Proposed Expense
Improve understanding of assessment literacy through guided book studies	Administrators Teachers	June 2017	\$2500 materials
Collaborate with Weare Middle School administrators and educators to calibrate scoring for common assessments	Administrators Teachers	June 2017	No additional expense
Develop a proficiency-based system that clearly represents student learning for grades 5-8	Administrators Teachers	Implement in August 2017	\$20 X 5 teachers X 20 hours = \$2000
Revise as necessary the proficiency-based K-4 report card	Administrators Teachers	Summer 2017	\$20 X 5 teachers X 20 hours = \$2000
Evidence of Quality Implementation	Additional Information		
<ul style="list-style-type: none"> <li>• Teachers use varied, research based assessments</li> <li>• A fully implemented proficiency-based reporting system</li> </ul>			

## Henniker Community School

<b>Curriculum and Instruction:</b> Promote instructional practices for all students that are engaging, connect disciplines, and allow students to apply knowledge and develop higher order thinking skills			
<b>Goal:</b> Maximize instructional time by utilizing SAU approved programming and curriculum to enhance students' abilities to develop higher order thinking skills which will allow students to demonstrate and apply their knowledge in a variety of disciplines			
Action(s) for Accomplishing Objectives	Person(s) Responsible	Timeline	Proposed Expense
Improve writing across the curriculum through the use of the Lucy Calkins writing program	Teachers Literacy Coach ELA curriculum coordinators	2016-2018	2016: \$3,600 materials, \$3,000 professional development
Purchase materials and texts to support higher order thinking skills in science and social studies	Administrators Curriculum Coordinators	2017	\$5,000
Purchase and implement the SAU 24 recommended K-5 reading program	Teachers ELA Committee Literacy Coach	2017-2019	\$3,600 materials, \$3,000 professional development
Train K-8 teachers in Keys to Literacy	Instructional Coaches	2018	\$3,983
Evidence of Quality Implementation	Additional Information		
<ul style="list-style-type: none"> <li>• Increase instructional time in all classrooms by use of more efficient practices</li> <li>• Student work shows evidence of highly developed thinking skills by applying these skills across the content areas</li> <li>• Schedules flexible to match the needs of students</li> </ul>	<ul style="list-style-type: none"> <li>• It is important as our population of students changes at each grade level from year to year that we pay close attention to staffing and scheduling needs for instruction to be highly effective</li> </ul>		

## Henniker Community School

<b>Assessment and Data:</b> Utilize a variety of assessment practices to measure students' understanding and skills for academic growth			
<b>Goal:</b> Maintain a systematic process for reviewing student data for use in driving instruction and for use in teacher evaluation input for Domain 5			
Action(s) for Accomplishing Objectives	Person(s) Responsible	Timeline	Proposed Expense
Set SMART goals at all levels that focus on improving student performance <ul style="list-style-type: none"> <li>• Goals for students</li> <li>• ESLO/SA goals for teachers</li> <li>• Goals for Henniker Community School</li> </ul>	Administrators Teachers PLC teams	2017-2020	No additional expense
<b>Evidence of Quality Implementation</b>		<b>Additional Information</b>	
<ul style="list-style-type: none"> <li>• Document and implement SMART goals at all levels</li> <li>• Domain 5 collected documents</li> </ul>			

## Henniker Community School

<b>Assessment and Data:</b> Utilize multiple data sources to inform decision-making			
<b>Goal:</b> Work collaboratively with stakeholders to create a system and protocols for analyzing student data to create effective differentiated learning opportunities			
Action(s) for Accomplishing Objectives	Person(s) Responsible	Timeline	Proposed Expense
List current assessment practices and resources then identify if they are valuable tools to measure student learning	Administrators Instructional coaches Teachers I Team Leaders	2017	No additional expense
Determine assessments and assessment practices that will be used to inform decision making	Administrators Instructional coaches Teachers I Team Leaders	2018	No additional expense
Train staff members in assessment protocols and data analysis for the chosen assessment	Administrators Instructional coaches Teachers I Team Leaders	2016-2020	No additional expense
Ensure consistent progress monitoring tools		2016-2020	No additional expense
Evidence of Quality Implementation	Additional Information		
<ul style="list-style-type: none"> <li>• Effective use of student performance data to inform curriculum and instruction decision-making</li> <li>• Teachers report the collection system facilitates their use of performance data</li> </ul>			

## Henniker Community School

<b>Professional Development:</b> Provide opportunities to staff for continuous professional growth			
<b>Goal:</b> Collaborate with professional development committee members to ensure that the focus is on school goals, best practices in instruction, and content areas			
Action(s) for Accomplishing Objectives	Person(s) Responsible	Timeline	Proposed Expense
Facilitate a survey to be done by the professional development representatives	Administrators PD Committee	Annually	No additional expense
Provide opportunities for continuous growth in school goals	Administrators PD Committee	Annually	\$1,000
Train teachers in assessment literacy	Administrators PD Committee	2016-2017	\$1,800 (Books)
Evidence of Quality Implementation	Additional Information		
<ul style="list-style-type: none"> <li>Increased number of staff with current professional development in areas of focus for the school, with a connection to each professional staff goal</li> </ul>			

## Henniker Community School

<b>Personnel:</b> Recruit and retain professional, innovative, and dynamic staff dedicated to the success of all students			
<b>Goal:</b> Research and implement practices that enhance professional skill, encourage innovation and promote a positive climate			
Action(s) for Accomplishing Objectives	Person(s) Responsible	Timeline	Proposed Expense
Implement hiring practices to attract passionate practitioners with a child-focused approach	Administrators	2016-2020	No additional expense
Faculty meetings used for Active Pedagogy work sessions to encourage innovation	Administrators	2016-2020	\$500 annually
Research and implement activities, practices and special events designed to foster positive climate for staff	Administrators	2016-2020	\$500 annually
Evidence of Quality Implementation	Additional Information		
<ul style="list-style-type: none"> <li>• Meeting agendas that focus on Active Pedagogy work</li> <li>• Enhanced practices</li> <li>• Positive school climate</li> </ul>			



## Henniker Community School

<b>Culture and Climate:</b> Promote an atmosphere that supports a forward-thinking, professional learning community to meet the needs of 21 <sup>st</sup> century education			
<b>Goal:</b> Maintain a positive climate and culture for a safe and effective learning environment, as measured by student behavior data			
Action(s) for Accomplishing Objectives	Person(s) Responsible	Timeline	Proposed Expense
Train all Pre-K-8 teachers in Responsive Classroom	Administrators		\$729 per participant per weeklong course for 3 – 5 staff members per year
Maintain Buddy Program between middle school and elementary school students/classes	Teachers	2016-2017	\$500 annually for supplies
Implement Tier III behavior intervention including use of common language	Administrators Behavior Intervention Team	2016-2017	No additional expense
Research an emotional/behavioral program	Administrators SAU Director of Student Services	2016-2017	TBD
Implement an emotional/behavioral program	Administrators SAU Director of Student Services Student Service Coordinator Staff	2017-2018	\$300,000
Hire a full time school psychologist	Administrators	2017-2018	\$90,000
Evidence of Quality Implementation	Additional Information		
<ul style="list-style-type: none"> <li>• Improved SSC data</li> <li>• Agendas: Learning Community Meetings</li> <li>• AOK Certificates and Recognition</li> <li>• Certificates of attendance for professional development</li> </ul>			

## Henniker Community School

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<b>Culture and Climate:</b> Promote an atmosphere that supports a forward-thinking, professional learning community to meet the needs of 21 <sup>st</sup> century education			
<b>Goal:</b> Meet the emotional and educational needs of students by enhancing community connections			
Action(s) for Accomplishing Objectives	Person(s) Responsible	Timeline	Proposed Expense
Hire a social worker to assist students and help parents make and maintain connections to community supports	Administrators SAU Administrators	2018-2019	\$75,000
Host annual literacy night for community	Administrators Teachers	Annually	\$400
Host annual math night for community	Administrators Teachers	Annually	\$400
Evidence of Quality Implementation	Additional Information		
<ul style="list-style-type: none"> <li>• Increase parents willingness to work with school personnel</li> <li>• Increase level of preparation of students to learn</li> <li>• Increase parents knowledge of literacy and math programs</li> </ul>			

# Henniker Community School

<b>Facilities and Operations:</b> Provide and maintain facilities that support teaching and learning			
<b>Goal:</b> Prioritize building needs to complete projects from a high impact level to a low impact level in a fiscally responsible manner			
Action(s) for Accomplishing Objectives	Person(s) Responsible	Timeline	Proposed Expense
Develop and maintain a comprehensive, long-range Capital Improvement Plan for facility maintenance	Director of Building and Grounds Administrators	2016-2018	Cost identified annually
Monitor the Capital Improvement Plan monthly to focus on priorities and the financial impact	Director of Building and Grounds Principal SAU Business Administrator		No additional expense
<b>Evidence of Quality Implementation</b>	<b>Additional Information</b>		
<ul style="list-style-type: none"> <li>• A safe and clean building that supports learning</li> </ul>			

## Henniker Community School

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<b>Community Support and Involvement:</b> Promote positive relationships with the entire community to support education			
<b>Goal:</b> Use effective communication tools to ensure that the community is informed and engaged			
Action(s) for Accomplishing Objectives	Person(s) Responsible	Timeline	Proposed Expense
Increase effective use of monthly newsletter and maintain the school website to communicate information about school events and initiatives	Assistant principal Designated office personnel	Monthly August – June	Annual fees
Ensure that classroom web pages communicate timely and useful information	Administrators Teachers Technology Team	Biweekly August – June	No additional expense
<b>Evidence of Quality Implementation</b>	<b>Additional Information</b>		
<ul style="list-style-type: none"> <li>• Current classroom web pages</li> <li>• Informative newsletters</li> </ul>			

**Center Woods &  
Center Woods Upper  
Elementary  
School**

## Center Woods Elementary School/Center Woods Upper Elementary School

<b>Curriculum and Instruction:</b> Offer a rigorous and relevant curriculum to all students			
<b>Goal:</b> Involve staff in meaningful dialogue to maximize the effectiveness of PLCs and acknowledge staff contribution to the decision making process			
Action(s) for Accomplishing Objectives	Person(s) Responsible	Timeline	Proposed Expense
Define roles, goals and areas of focus in grade/content based teams	PLC team leaders	2016-2017	No additional expense
Meet as PLC leaders to compare curriculum, share goals, and work collaboratively to ensure success for all students	PLC leaders	2017-2018	No additional expense
Place curriculum and program discussions on staff meeting agendas	Administrators	2016-2017	No additional expense
Create flow charts to track the decision making process as it relates to curriculum and instruction	Administrators	2017-2018	No additional expense
<b>Evidence of Quality Implementation</b>	<b>Additional Information</b>		
<ul style="list-style-type: none"> <li>• Documentation of each PLC's roles and goals for each school year</li> </ul>			

## Center Woods Elementary School/Center Woods Upper Elementary School

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<b>Curriculum and Instruction:</b> Promote instructional practice for all students that are engaging, connect disciplines, and allow students to apply knowledge and develop higher order thinking skills			
<b>Goal:</b> Teachers will work to maximize instructional time by utilizing district approved programming and curriculum to enhance students' abilities to develop higher order thinking skills, which will allow students to demonstrate and apply their knowledge in a variety of disciplines			
Action(s) for Accomplishing Objectives	Person(s) Responsible	Timeline	Proposed Expense
Work with stakeholders to examine days vs hours school year	SAU Administrators Negotiation Team School Board Members	2017-2018	No additional expense
Review master schedules between CWES and CWUES	Administrators	2016-2017	No additional expense
Create a subcommittee to explore the cost benefits of a full day kindergarten (possible action steps to follow)	Administrators Kindergarten Teachers Board Members Parents	2018	No additional expense
Purchase materials and texts to support science and social studies in order to enhance current programming	Administrators Curriculum Coordinators	2016-2020	\$10,000/yearly
Students will use a writing program to develop their ability to write across the curriculum <ul style="list-style-type: none"> <li>• Explore various writing programs -2015-2016</li> <li>• Purchase and train teachers-2016-2017 (see Professional Development)</li> <li>• Fully implement- 2017-2018</li> </ul>	Teachers Literacy Coach Reading Teacher	2015-2018	\$7,100
Purchase and implement the recommended K-5 reading program	Teachers ELA Committee Literacy Coach	2017-2018	Price determined based on recommended program
Purchase math intervention program that was recommended by the math committee	Administrators Math Coach Interventionists Teachers	2017-2018	Price determined based on recommended program

## Center Woods Elementary School/Center Woods Upper Elementary School

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<b>Evidence of Quality Implementation</b>	<b>Additional Information</b>
<ul style="list-style-type: none"><li>• Instructional time increased in all classrooms</li><li>• Students will use a writing program to develop their ability to write across the curriculum</li><li>• Sub-Committee formed and recommendations are made to school board and SAU regarding full day kindergarten</li><li>• Materials and resources enhance the Science and Social Studies courses</li><li>• Students receiving math interventions will show improvement in their skills</li></ul>	<ul style="list-style-type: none"><li>• Visit other schools to observe implementation of writing programs</li><li>• Some action steps dependent on negotiations</li></ul>



## Center Woods Elementary School/Center Woods Upper Elementary School

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<b>Assessment and Data:</b> Utilize a variety of assessment practices to measure students' understanding and skills for academic growth			
<b>Goal:</b> Continue to work closely with all stakeholders to provide research-based practices on how to use data and re-evaluate current testing practices to maximize instruction			
Action(s) for Accomplishing Objectives	Person(s) Responsible	Timeline	Proposed Expense
Effectively analyze student data, with data teams to efficiently create differentiated learning opportunities	Curriculum Coordinators Enrichment Coordinator	2016-2020	No additional expense
Implement the use of performance tasks as part of common assessment practices	Coaches Curriculum Coordinators Enrichment Coordinator	2016-2020	No additional expense
Minimize the impact test proctoring has on service delivery by decreasing the amount of time service providers are required to proctor tests (*see Personnel)	Administrators	2016	No additional expense
Analyze current assessment practices, specific assessments used, testing schedule, and impact of assessments	Coaches Curriculum Coordinators Administrators	2017	No additional expense
<b>Evidence of Quality Implementation</b>	<b>Additional Information</b>		
<ul style="list-style-type: none"> <li>• Teachers can run reports and analyze student learning</li> <li>• Teachers can differentiate lessons based on data</li> <li>• Students will be given performance tasks to show their knowledge of problem solving in real life scenarios</li> <li>• Streamline testing practices and staff buy in</li> </ul>			

## Center Woods Elementary School/Center Woods Upper Elementary School

<b>Assessment and Data:</b> Utilize multiple data sources to inform decision-making			
<b>Goal:</b> Work collaboratively with stakeholders to create a system and protocols for analyzing student data to create effective differentiated learning opportunities			
<b>Action(s) for Accomplishing Objectives</b>	<b>Person(s) Responsible</b>	<b>Timeline</b>	<b>Proposed Expense</b>
Analyze current assessment practices and resources to determine their effectiveness in measuring student learning	Administrators Coaches Curriculum Coordinators	2017	No additional expense
Determine assessments and assessment practices that will be used to inform decision making	Administrators Coaches Curriculum Coordinators	2018	No additional expense
Train staff members in assessment protocols and data analysis for the chosen assessment	Administrators Coaches Curriculum Coordinators	2019 (starting by 2016 and developing yearly)	\$500/yearly (substitutes to cover staff during trainings) Trainer Stipend \$500/yearly
Ensure consistent progress monitoring tools across the Weare schools PK-8	Administrators Coaches Curriculum Coordinators Team Leaders	2020	No additional expense
<b>Evidence of Quality Implementation</b>	<b>Additional Information</b>		
<ul style="list-style-type: none"> <li>• Students receive differentiated based on their academic progress</li> <li>• Student's growth targets are met</li> <li>• Teachers participate in meaningful data discussions during PLC meetings</li> </ul>			

## Center Woods Elementary School/Center Woods Upper Elementary School

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<b>Assessment and Data:</b> Utilize multiple data sources to inform decision-making			
<b>Goal:</b> Work collaboratively with stakeholders to explore and implement resources to support the Rtl program			
Action(s) for Accomplishing Objectives	Person(s) Responsible	Timeline	Proposed Expense
Explore tools for behavior tracking and behavior screenings	Administrators Rtl Team	2017	No additional expense
Implement and train staff to use the selected tools for behavior tracking and behavior screening	Administrators Rtl Team	2018	\$5,000
Use the tools for behavior tracking and behavior screening; continue to train staff on the use of the selected tools	Administrators Rtl Team	2019	\$3,500
Fully implement the use of behavior tracking and behavior screening tools	Administrators Rtl Team	2020	No additional expense
Evidence of Quality Implementation	Additional Information		
<ul style="list-style-type: none"> <li>• Behavior screening tools match behavior interventions to behaviors immediately</li> <li>• Teachers utilize screening tools to inform interventions</li> <li>• Behaviors tracked and analyzed to determine patterns for school-wide interventions</li> </ul>			

## Center Woods Elementary School/Center Woods Upper Elementary School

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<b>Professional Development:</b> Provide opportunities to staff for continuous professional growth			
<b>Goal:</b> Collaborate with the professional development committee to provide feedback about the forms and processes used, and work in conjunction with the professional development committee to provide yearly professional development in school approved programs, including content specific offerings yearly			
Action(s) for Accomplishing Objectives	Person(s) Responsible	Timeline	Proposed Expense
Professional development representatives will present the PD forms and processes at faculty meetings Representatives will support staff as they write goals and open the lines of communication for feedback	PD representatives	3 times per year	No additional expense
Continue to offer professional development in Responsive Classroom, Response to Intervention, differentiated instruction, data analysis, Life Space Crisis Intervention, Crisis Prevention Intervention, and behavior management strategies to improve student learning and performance	PD representatives Administrators	Yearly	(contractual PD) \$6000/year
Offer professional development opportunities for staff, after the selection of a writing program in 2016	Literacy Coach Team Leaders Reading Teachers Administrators	2016-2020	\$6000/year
Diversify professional development opportunities to include more content specific areas	PD representatives Administrators	Yearly	(contractual PD) \$2000/year
Utilize a variety of Every Day Math trainings to ensure teachers are trained in new program components and technology use	Administrators Coaches Team Leaders	Yearly	No additional expense
Train teachers K-12 in implementing Keys to Literacy: Comprehension strategies	Administrators Coaches	By 2019	\$3,500 (year 1) \$3,500 (year 2)
Train teacher leaders to become building based trainers in Keys to Literacy: Comprehension strategies	Coaches Team Leaders	By 2019	\$3,500

## Center Woods Elementary School/Center Woods Upper Elementary School

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<b>Evidence of Quality Implementation</b>	<b>Additional Information</b>
<ul style="list-style-type: none"><li>• Meeting notes between Administrators and the professional development representatives as well as faculty meeting notes</li><li>• PD offerings that align with SAU, school, and individual staff goals</li><li>• Improved practices as demonstrated through the supervision and evaluation model as they relate to classroom management, writing, comprehension, culture, differentiation, and Rtl</li><li>• School-based content specific PD offerings</li></ul>	<ul style="list-style-type: none"><li>• Center Woods Elementary and the Center Woods Upper Elementary School will work collaboratively to maximize resources</li><li>• Utilize Every Day Math webinars for free professional development</li></ul>

## Center Woods Elementary School/Center Woods Upper Elementary School

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<b>Personnel:</b> Recruit and retain professional, innovative, and dynamic staff dedicated to the success of all students			
<b>Goal:</b> Work with all stakeholders to create a culture that recruits and retains innovative and dynamic staff			
<b>Action(s) for Accomplishing Objectives</b>	<b>Person(s) Responsible</b>	<b>Timeline</b>	<b>Proposed Expense</b>
Work with team leaders to identify factors for job satisfaction, implement suggested strategies to retain teachers	Team Leaders Administrators	Explore 2017 Implement 2018	No additional expense
Re-evaluate the paraprofessional evaluation system to align with the Danielson model	Administrators Paraprofessionals	2018	No additional expense
Recruit and retain highly trained substitutes who can perform numerous duties including proctoring and providing interventions (Procedures, drills, etc.)	Administrators	2016	\$1500/yearly (training)
Provide reimbursement for fingerprinting for substitutes who accumulate more than 40 days of nonconsecutive service	Administrators will work closely with SAU and other schools	2017	\$300/yearly (estimate)
<b>Evidence of Quality Implementation</b>	<b>Additional Information</b>		
<ul style="list-style-type: none"> <li>• Increased staff retention rate</li> <li>• Consistency in programs that benefit students</li> <li>• Less repetition of PD over a period of time, due to retention of staff</li> <li>• Highly trained substitutes available to continue instruction</li> <li>• A new and improved paraprofessional development system</li> </ul>	<ul style="list-style-type: none"> <li>• Begin discussions with the paraprofessional bargaining unit in order to allow input into the creation of a new evaluation system</li> </ul>		

## Center Woods Elementary School/Center Woods Upper Elementary School

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<b>Culture and Climate:</b> Promote an atmosphere that promotes a forward-thinking, professional learning community to meet the needs of 21st century education			
<b>Goal:</b> Promote a positive academically rigorous culture by building staff capacity and frequently recognize staff for achievements and accomplishments			
Action(s) for Accomplishing Objectives	Person(s) Responsible	Timeline	Proposed Expense
Recognize each teacher's unique attributes and qualities	Administrators	2016-2020	No additional expense
Celebrate positive contributions and achievements	Administrators Administrative Assistants	2016-2020	No additional expense
Evidence of Quality Implementation	Additional Information		
<ul style="list-style-type: none"> <li>• Artifacts of recognition and celebration</li> <li>• Increased retention of teachers</li> </ul>	<ul style="list-style-type: none"> <li>• Recognize staff in times of personal celebration (ex: birthdays, marriages, births)</li> </ul>		

## Center Woods Elementary School/Center Woods Upper Elementary School

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<b>Culture and Climate:</b> Promote an atmosphere that promotes a forward-thinking, professional learning community to meet the needs of 21st century education			
<b>Goal:</b> Build consistency in adherence to policies and procedures between schools, including schedules			
Action(s) for Accomplishing Objectives	Person(s) Responsible	Timeline	Proposed Expense
Research, create and schedule appropriate playtime for each grade level	Subcommittee Administrators Teachers	2016-2018	No additional expense
Review policies and procedures to ensure consistency between CWES and CWUES	Administrators	2016	No additional expense
Create consistent procedures and forms between CWES and CWUES	Administrators Administrative Assistants	2016-2017	No additional expense
Monitor and resolve discrepancies between CWES and CWUES during monthly administrative meetings	Administrators	2017-2018	No additional expense
Evidence of Quality Implementation	Additional Information		
<ul style="list-style-type: none"> <li>• Consistent forms and procedures, as well as adherence to policies between CWES and CWUES</li> <li>• Schedules reflect best practices</li> </ul>	<ul style="list-style-type: none"> <li>• Playtime includes both recess and free play with developmentally appropriate tools in the classroom</li> </ul>		



## Center Woods Elementary School/Center Woods Upper Elementary School

<b>Facilities and Operations:</b> Provide and maintain facilities that support teaching and learning			
<b>Goal:</b> Maintain a safe, clean, and orderly learning environment that is conducive to learning			
Action(s) for Accomplishing Objectives	Person(s) Responsible	Timeline	Proposed Expense
Continue to evaluate safety procedures and implement changes as needed	Joint Loss Committee	2017	No additional expense
Develop a team to evaluate the playground equipment on a monthly basis and make updates and repairs as needed	Administrators Custodial Staff Joint Loss Committee	2017	\$2000/annually
Implement a supervision plan for recess and the playground for CWUES	Administrators Joint Loss Committee	2017	No additional expense
Review supervision and safety expectations to ensure active supervision Collect discipline data and review with staff to ensure active student monitoring	Administrators Staff	2018	No additional expense
Upgrade furniture to commercial grade and provide sufficient and appropriate furnishing for all spaces	Administrators Custodial Staff	2017-2020	\$5000/annually
Ensure the cleanliness and appearance of all rooms and spaces to meet professional standards	Administrators Custodial Staff	2017-2020	\$7500/annually
<b>Evidence of Quality Implementation</b>	<b>Additional Information</b>		
<ul style="list-style-type: none"> <li>• Clean and orderly school</li> <li>• Fewer recess injuries</li> <li>• Protocols followed for recess supervision</li> <li>• Playground in good working order</li> <li>• Classrooms furnished with commercial grade equipment</li> <li>• Appearance of the school is clean and welcoming</li> </ul>	<ul style="list-style-type: none"> <li>• CWES examples: 2017 – install backdrops to the stage and clean stage area; 2018 – repair and paint concrete wall at the right end of the building</li> </ul>		

## Center Woods Elementary School/Center Woods Upper Elementary School

<b>Community Support and Involvement:</b> Promote positive relationships with the entire community to support education			
<b>Goal:</b> Increase monthly communication and community events to inform and engage the community			
<b>Action(s) for Accomplishing Objectives</b>	<b>Person(s) Responsible</b>	<b>Timeline</b>	<b>Proposed Expense</b>
Utilize Constant Contact for monthly newsletters	Administrators Administrative Assistants	2016-2019	No additional expense
Utilize Blackboard Connect 5 on a weekly basis	Administrators Administrative Assistants	2016-2019	No additional expense
Update school website on a weekly basis	Administrators Administrative Assistants	2016-2019	No additional expense
Update teachers' pages on a weekly basis (CWUES) Continue to send home newsletters and other communications via paper-copy or e-mails on a consistent basis (CWES)	Teaching Staff	2016-2019	No additional expense
Schedule six community events yearly	Administrators Administrative Assistants	2017-2019	No additional expense
Survey families in the fall and spring to determine areas of need and interest	Administrators Administrative Assistants	2016-2019	No additional expense
Attend and facilitate monthly events	All Staff	2016-2019	No additional expense
<b>Evidence of Quality Implementation</b>	<b>Additional Information</b>		
<ul style="list-style-type: none"> <li>• Monthly newsletter, weekly updates with informative content to include school activities and family resources</li> <li>• Surveys created and completed, monthly events scheduled, attendance tracked</li> </ul>	<ul style="list-style-type: none"> <li>• Coordinate events with PTO</li> </ul>		

**Weare**

**Middle**

**School**

## Weare Middle School

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<b>Curriculum and Instruction:</b> Offer a rigorous and relevant curriculum for all students			
<b>Goal:</b> Provide everyday enrichment activities to improve students' higher order thinking skills in all content areas			
Action(s) for Accomplishing Objectives	Person(s) Responsible	Timeline	Proposed Expense
Provide teams with extended learning and enrichment blocks to enhance instruction for student who grasp daily concepts and to differentiate for struggling learners	Administrators RTI Team Teachers Team Leaders Enrichment Coordinator Mentors Interventionists	2016-2018	No additional expense
Expand enrichment opportunities for students who understand content concepts	Administrators RTI Team Teachers Team Leaders Enrichment Coordinator	2017-2019	\$2,500
<b>Evidence of Quality Implementation</b>	<b>Additional Information</b>		
<ul style="list-style-type: none"> <li>• Use of data to assess student needs throughout school year</li> <li>• Improved assessment scores</li> <li>• Professional development scheduled</li> </ul>			

## Weare Middle School

<b>Curriculum and Instruction:</b> Offer a rigorous and relevant curriculum for all students			
<b>Goal:</b> Ensure continuous student growth through improved instructional strategies using the Professional Learning Community model			
<b>Action(s) for Accomplishing Objectives</b>	<b>Person(s) Responsible</b>	<b>Timeline</b>	<b>Proposed Expense</b>
Reallocation of time during the regular school day to allow teachers to meet and discuss student needs	Administrators Curriculum Coordinators Teachers	2016-2017	\$4,000 for cost of substitutes
Implement the RTI process to meet the needs of all students through focused interventions	Administrators RTI Team Content Teachers Team Leaders Enrichment Coordinator Mentors Interventionists	2017-2020	No additional expense
Reflect and revise the RTI process as necessary	Administrators Curriculum Coordinators Teachers	2017-2020	No additional expense
<b>Evidence of Quality Implementation</b>	<b>Additional Information</b>		
<ul style="list-style-type: none"> <li>• Schedule that allows for time for RTI implementation</li> <li>• Improved assessment scores for 2016-2017 school years</li> <li>• Implementation of the RTI process</li> <li>• Use of student data to assess student needs throughout school year</li> <li>• Sharing session of curriculum and performance assessments, faculty meeting focus professional development, and curriculum document</li> <li>• Parent survey responses regarding student lead conferences</li> </ul>			

## Weare Middle School

<b>Assessment and Data:</b> Utilize a variety of assessment practices to measure students' understanding, skills, and application of skills for academic growth			
<b>Goal:</b> Develop and maintain a systematic process for reviewing student performance data to inform instruction			
<b>Action(s) for Accomplishing Objectives</b>	<b>Person(s) Responsible</b>	<b>Timeline</b>	<b>Proposed Expense</b>
Through the use of Professional Learning Communities and protocols, WMS faculty will discuss and reflect upon assessment literacy Faculty will read the book <i><u>Differentiated Assessment Strategies</u></i>	Administrators Team Leaders Faculty	2016-2017	\$700
Through the use of student assessment data, instructional staff will revise instruction according to the specific student needs and develop learning plans for effective Tier II instruction	Administrators Curriculum Coordinators Team Leaders Faculty Literacy & Math Coaches WMS Interventionist	2016-2017, reflections and revisions of process each year through 2017-2020	Purchase of AIMSweb seats at \$6.50 per Tier II & Tier III students for 2016-2017
Instructional staff will use "I Can" statements as a guide to developing quality common performance assessment tools which measure application of knowledge and skills	Curriculum Coordinators Team Leaders Literacy & Math Coaches Instructional Staff	2016-2017	No additional expense
Instructional staff will continue to develop and use common performance assessments that evaluate student progress toward learning targets	Curriculum Coordinators Team Leaders Literacy & Math Coaches Instructional Staff	2017-2018	\$1,200 to provide focused training on development of rigorous common assessments
Maximize the use of extended learning blocks (ELB) to provide interventions that address student needs	Administrators Curriculum Coordinators Team Leaders Literacy & Math Coaches Instructional Staff	2016-2017	No additional expense

## Weare Middle School

Reallocate time during monthly curriculum/team meetings to analyze and disaggregate student assessment data to determine the specific needs of struggling students to select and match appropriate researched based strategies to improve their performance	Administrators Curriculum Coordinators Team Leaders Literacy & Math Coaches Instructional Staff	2016-2017 Revisions of process each year through 2017-2020	No additional expense
Through regular monitoring of student progress in PLCs, instructional staff will identify individual student strengths and challenges to assist these students in meeting their individual academic goals	Instructional Staff Para-educators Interventionist Literacy & Math Coaches Inclusion Facilitators	2017-2019	\$1,500 Tier II instructional materials
Begin the process for the use of student lead conferences that provide parents and teachers with data and information that shows how students are doing and why in their own words This process includes the professional development of staff trainers and student training in the process	Administrators Team Leaders Teachers Students	2018-2019	TBD for professional development of staff trainers and student training
<b>Evidence of Quality Implementation</b>	<b>Additional Information</b>		
<ul style="list-style-type: none"> <li>• An RTI process that is effective at all tiers and is assessed on a regular basis</li> <li>• The needs of students are met through the use of data in PLC meetings</li> <li>• Enrichment activities provided at all tiers, with support and guidance from the Enrichment Coordinator</li> <li>• Instructional staff use of differentiated instruction in their content that provide activities for learning styles as identified through the UBD lesson plans</li> <li>• One or more assessments common performance assessment designed and used in each content area</li> <li>• 16-17 Book Study staff reflections</li> <li>• The effective use of the Extended Learning Blocks to provide students with interventions and enrichment activities that support student learning</li> </ul>			

## Weare Middle School

<b>Assessment and Data:</b> Utilize multiple data sources to inform decision-making			
<b>Goal:</b> Develop and maintain a systematic process for reviewing effective practice in the areas of Curriculum and Instruction, Culture and Climate, Supervision and Evaluation of Personnel, Professional Development, Community Support and Involvement			
<b>Action(s) for Accomplishing Objectives</b>	<b>Person(s) Responsible</b>	<b>Timeline</b>	<b>Proposed Expense</b>
Utilize student data; instructional staff will use research-based strategies that provide an effective, safe and engaging learning environment	Administrators Universal Team RTI Team Faculty Staff	2017-2018	No additional expense
Maintain a safe, positive and productive learning environment through the use of a behavioral process, classroom management skills and PowerSchool data to determine the behavioral areas needing further support	Administrators Universal Team RTI Team Faculty Staff Student Representatives	2016-2018	No additional expense
Utilize staff and student surveys, from staff and students, to assist in making decisions to improve school culture	Administrators Universal Team Faculty Staff	2016-2017 Annually	No additional expense
Assist students in the development and maintenance of Digital Portfolios	Administrators Content Area Teachers IT Coordinator	Training 2017-2018 Implementation 2018-2019	\$1,500
<b>Evidence of Quality Implementation</b>	<b>Additional Information</b>		
<ul style="list-style-type: none"> <li>• Social skills program in homerooms, cluster-level direct classes and career goal programs with guidance</li> <li>• Decreased negative behaviors in the school</li> <li>• Dedicated time to discuss student performance and specific needs of struggling students</li> </ul>			



## Weare Middle School

<b>Professional Development:</b> Provide opportunities to staff for continuous professional growth			
<b>Goal:</b> Build a common understanding of effective teaching practices with teachers and support staff			
<b>Action(s) for Accomplishing Objectives</b>	<b>Person(s) Responsible</b>	<b>Timeline</b>	<b>Proposed Expense</b>
Utilize staff meeting to discuss and deliver professional development that focuses on RTI, Keys to Literacy and the PLC process	Administrators Literacy & Math Coaches, Certified Trainers as needed	Continue 2016-2017 School Year	\$2,500
Orientate and train new staff in district initiatives, research based instructional strategies and use of data to inform instruction	District & Building Administrators School Mentors	2016-2017 with subsequent revisions through 2018-2020	No additional expense
Train instructional staff in Keys to Literacy	District Literacy Coaches Certified trainers	2016-2017	\$5,000
Provide professional development to facilitate the transition to competency-based learning	District & Building Administrators	Training 2016-2017 Implementation 2017- 2018	Cost of trainers, and the cost of substitute teachers to cover for content teachers during scheduled trainings \$70.00 per sub per day plus trainer fee
Seek professional development opportunities that support teacher knowledge of current educational best practices	Administrators Instructional Staff Para-educators	2018-2020	Cost – \$20,000 to budget 2018-2020
<b>Evidence of Quality Implementation</b>	<b>Additional Information</b>		
<ul style="list-style-type: none"> <li>• Professional development provided by trained staff</li> <li>• PLC meeting minutes from vertical and grade level curriculum meetings presented to administrators</li> <li>• KTL strategies effectively used in classrooms across the disciplines</li> <li>• Technology tools effectively used to support learning</li> </ul>	<ul style="list-style-type: none"> <li>• SAU 24 created SAUniversity<sup>24</sup> to provide SAU 24 staff with professional development opportunities that include the option of college course credit to participants</li> </ul>		

## Weare Middle School

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<b>Personnel:</b> Recruit and retain professional, innovative, and dynamic staff dedicated to the success of all students			
<b>Goal:</b> Create a staff comprised of passionate educators dedicated to high expectations for all students			
Action(s) for Accomplishing Objectives	Person(s) Responsible	Timeline	Proposed Expense
Utilize the adopted SAU 24 screening process for hiring	Administrators Team Coordinators Curriculum Coordinators	2016-2017	No additional expense
Collaborate with the SAU Mentor Committee to select and train mentors to support novice teachers	Administrators Team Coordinators Curriculum Coordinators	2016-2017	No additional expense
Evidence of Quality Implementation	Additional Information		
<ul style="list-style-type: none"> <li>• Increase in teacher retention</li> </ul>			

## Weare Middle School

<b>Culture &amp; Climate:</b> Promote an atmosphere that supports a forward-thinking, professional learning community to meet the needs of 21 <sup>st</sup> century education			
<b>Goal:</b> Support and improve high-functioning professional learning communities			
Action(s) for Accomplishing Objectives	Person(s) Responsible	Timeline	Proposed Expense
Develop and utilize a survey that will assess the overall climate of the school with all staff	Administrators	Spring 2016	No additional expense
Encourage collaboration and cooperation through team building activities	Administrators Universal Team Team Leaders	2016-2018	No additional expense
Celebrate the accomplishments of staff at monthly staff meetings	Administrators Universal Team Team Leaders	2016-2018	\$500
Evidence of Quality Implementation	Additional Information		
<ul style="list-style-type: none"> <li>• Growth in surveyed areas</li> <li>• Monthly celebrations</li> </ul>			

## Weare Middle School

<b>Facilities and Operations:</b> Work with other school Building & Grounds supervisors and the SAU Business Administrator to develop consistent methods that maintain efficient facilities environment and operation			
<b>Goal:</b> Address issues regarding preventive maintenance at Weare Middle School to ensure that a well maintained and safe learning environment is available for all students and staff			
Action(s) for Accomplishing Objectives	Person(s) Responsible	Timeline	Proposed Expense
Develop an Energy Management Program	Principal Director of Maintenance	2016-2017	\$3,000
Conduct heat loss survey of building and correct deficiencies as recommended by final report of survey	Principal Director of Maintenance	2016-2017	Low or no cost energy performance contracting
Upgrade HVAC mechanical equipment and controls	Principal Director of Maintenance	2016-2017, with subsequent revisions through 2018-2020	Low or no cost energy performance contracting
Convert remaining building circuits to emergency backup power Add phase-loss protection	Principal Director of Maintenance	2018-2019	\$25,000
Install propane meter to allow real-time monitoring of propane usage. A networked device would give performance data based on temperature, date/time, occupied/unoccupied status, etc.	Principal Director of Maintenance	2016-2017	\$5,000
Construct a storage building to accommodate equipment, bulk storage of supplies, teaching materials, furniture, etc.	Principal Director of Maintenance	2017-2018	\$50,000-\$60,000
Purchase a compact tractor with cab and front loader for grounds work, moving snow, and soil, bark mulch, etc.	Principal Director of Maintenance	2018-2019	\$25,000-\$30,000
<b>Evidence of Quality Implementation</b>	<b>Additional Information</b>		
<ul style="list-style-type: none"> <li>• Implementation of energy management program will have a measurable impact on utility costs</li> <li>• Electrical improvements will allow operation of facility as an emergency shelter as well as protecting capital equipment from damage</li> </ul>	<ul style="list-style-type: none"> <li>• A cost effective energy management program will benefit from buy-in of other schools in the SAU</li> </ul>		

## Weare Middle School

<b>Community Support and Involvement:</b> Promote positive relationships with the entire community to support education through the use of informational media			
<b>Goal:</b> Provide the Weare community with on-going methods of information sharing regarding the progress and activities that occur during the school year			
Action(s) for Accomplishing Objectives	Person(s) Responsible	Timeline	Proposed Expense
Through monthly electronic newsletters/Constant Contact, communicate the many activities that occur at Weare Middle School throughout the school year in monthly E-newsletter publications	Administrators Student Services Secretary Instructional Staff	These will be on a monthly basis through the 2020 school year	The WMS portion of the Constant Contact subscription
Share the successes within the school on our website, at school board meetings, and through community events open to the public in our school	Administrators Student Services Secretary Instructional Staff	2016-2017	No additional expense
Provide daily morning announcements and weekly events on the WMS website	Administrators Student Services Secretary Instructional Staff IT Coordinator	2016-2017	No additional expense
Increase Community Partnerships through communication and invitation to work with Weare Middle School collaboratively	Administrators Adjustment Counselor School Counselors Student Council	2018-2020	\$500
Increase the number of students attending Weare Middle School after-school programs by adding engaging student activities and providing transportation home	Administrators CASA Staff Goffstown Trucking Weare School Board Support	2019-2020	
<b>Evidence of Quality Implementation</b>	<b>Additional Information</b>		
<ul style="list-style-type: none"> <li>• E-newsletters, emails and website information</li> <li>• Blackboard Connect Outreach messages to staff, parents and community</li> <li>• Website updates weekly</li> <li>• Parent Information Nights that include topics on Suicide Prevention, Technology and TBD</li> <li>• News articles from area newspaper publication throughout the school year</li> </ul>			