

SAU 24

**Curriculum and Instruction:** Offer a rigorous and relevant curriculum to all students.

*Goal: Align English language arts and mathematics curriculum and instruction to the Common Core State Standards (CCSS) K-12 for all students by September 2014*

- Review current core programs K-12 and recommend adoptions if necessary
  - ELA: Writing, K-3; Keys to Literacy, K-8; Research in process for Reading K-6
  - Math: Integrated math at John Stark; aligning accelerated 8<sup>th</sup> grade math

**Curriculum and Instruction:** Promote instructional practices for all students that are engaging, connect disciplines, and allow students to apply knowledge and develop higher order thinking skills.

*Goal: Fully implement a systematic RTI process for Math/Reading/Behavior aligned with the SAU 24 RTI framework*

- Develop and maintain high functioning intervention teams at all schools that address the needs of all learners - WMS
  - In progress, with schools at different levels
  - Literacy and Math coaches as an effective model: training, modeling, book studies, attend team meetings, and examine data
- Provided quality, standards-based instruction at all 3 tiers

**Curriculum and Instruction:** Promote instructional practices for all students that are engaging, connect disciplines, and allow students to apply knowledge and develop higher order thinking skills

*Goal: Fully implement a systematic process to meet the needs of accelerated learners by 2017*

- Monitoring accelerated courses at John Stark including AP and honors level offerings

**Assessment and Data:** Utilize a variety of assessment practices to measure students' understanding and skills for academic growth

*Goal: Maintain and refine a systematic process for reviewing student performance data to inform instruction.*

- Develop a standards-based assessment and reporting system that clearly represents student learning
  - CWUES, JSRHS, and HCS (grades K-4) have implemented a new reporting system with WMS and JFES next up for implementation

**Assessment and Data:** Utilize multiple data sources to inform decision-making

*Goal: Develop and maintain a systematic process for reviewing effective practice*

- Creation of a data plan: working on implementation

- Collected historical NWEA data to inform decision-making

**Professional Development:** Provide opportunities to staff for continuous professional growth.

*Goal: Build a common understanding of effective teaching practices with administrators, teachers, and support staff by 2017*

- Provide training for teachers on the Danielson Evaluation Model in Domain 5
  - Common Day Workshop and multiple follow-up sessions given on the development of Student Learning Objectives and Shared Attributions. Multiple Leadership Team meetings devoted to developing a common understanding
  - Training delivered on reflective practice by Pete Hall, ASCD presenter, to members of the Leadership Team. Pete Hall will present at Common Day Workshop in November 2016 to all staff

*Goal: Establish SAUniversity<sup>24</sup> as a viable program that promotes SAU-wide goals while building teachers' common knowledge base.*

- We broadened the offerings to include The Writing Teacher, Multiple Intelligences, Understanding Algebra, and several workshops on reading and writing and book studies. We have seen a marked increase in para-educators' participation.
- Gained graduate credit through Plymouth State University, expanding our partnerships with higher education.

**Personnel:** Recruit and retain professional, innovation, and dynamic staff dedicated to the success of all students.

*Goal: Establish a consistent hiring process across the SAU*

- Placed agreed upon forms on the SAU website under the Human Resource tab for easy access to staff

**Culture and Climate:** Promote an atmosphere that supports a forward-thinking, professional learning community to meet the needs of 21<sup>st</sup> century education.

*Goal: Develop high-functioning professional learning communities at each school by 2017.*

- Shift focus from teaching to learning
  - Student performance component added to the educators' evaluation system in the form of Domain 5. Educators will use data and reflective practice for continuous improvement of teaching and learning.

John Stark Regional High School

**Curriculum and Instruction:** Offer a rigorous and relevant curriculum to all students. Promote instructional practices for all students that are engaging, connect disciplines, and allow students to apply knowledge and develop higher order thinking skills.

*Goal: We will engage in ongoing review and revision of our course competencies to assure a curriculum that is viable, attainable and guaranteed for all learners, as well as drives instruction and is aligned with Common Core State Standards*

- All courses are mapped to learning targets and competencies in Power School. The Learning Targets are aligned to state frameworks and/or nationally recognized standards. The final phase of transforming all course curriculum guides into a standard format should be completed this summer, leading toward a systematic annual review of a percentage each summer.
- What used to be a drop-in model has become a comprehensive school counseling curriculum, complete with academic, career and college, and social and emotional supports recommended by the national association of school counselors.
  - Counselors developed standardized lesson plans and students are now introduced to Naviance as freshmen.
  - They have multiple individual and small group touchpoints with their school counselor in each of the four years.

*Goal: Implement a comprehensive RTI process by 2013*

- The Response to Intervention (RTI) team continues to evaluate student progress and has significantly realigned the 8-9<sup>th</sup> grade transition planning process as well as our Tier II and III reading and math supports for next year.
  - The Academic Center has sustained its rate for supporting students with competency recovery.

**Assessment and Data:** Utilize multiple data sources to inform decision-making.

*Goal: By 2014, the school will implement a comprehensive decision-making process to ensure the collaboration among all stakeholders*

- The Data and Assessment team built upon the success of the team assembled to prepare our juniors for the Smarter Balanced Assessment last year. While much of their efforts were focused on juniors again this year (PSAT, targeted training for SAT prep, NECAP science), the

team has also laid significant groundwork towards a comprehensive school report card and data plan.

**Professional Development:** Provide opportunities to staff for continuous professional growth.

*Goal: Focus professional development activities on integrating PLC work in all areas of curriculum revision and instructional practice by 2014*

- At the center of our professional development collective training were three teacher-led study groups featuring:
  - Keys to Literacy – instructional school-wide strategies to improve reading comprehension and retention.
  - Student Motivation – when grading is essentially only summative, how do you instill a growth mindset in students?
  - Data and PLC processes – what does a quality Professional Learning Community look like when it reviews data?

**Personnel:** Recruit and retain professional, innovative, and dynamic staff dedicated to the success of all students.

*Goal: Administrators and coordinators will design appropriate processes and practices to ensure that all personnel hired at JSRHS are student focused, knowledgeable and current in their field and given structured, ongoing support*

- This year, we implemented a revised process to enable continuing contact status teachers to provide more direct input into their summative evaluations. This is directly in line with the models being promoted by the work of Pete Hall, the guest speaker at last fall's leadership meeting and next fall's Common Day Workshop.
- Nearly all of our Paraeducators have earned their para II certification, and we look forward to developing them as literacy and math facilitators beginning next August. The JS paras have been particularly active in SAUniversity<sup>24</sup> courses.
- In keeping with the intent of the NH DOE waiver, teachers have drafted individual Educator-Student Learning Objectives and Shared Attribution goals. Educators will work on these objectives and goals over the next three years, and they will become the basis for one fifth of teacher performance evaluations.

**Culture and Climate:** Promote an atmosphere that supports a forward-thinking, professional learning community to meet the needs of 21<sup>st</sup> century education.

*Goal: Design rubrics to measure achievement in implementing the school's civic and social expectations*

- Student Support Center – In its second year, the Student Support Center offers students a safe place to process challenges or express concerns. As an alternative to discipline, this center helps students practice strategies that enable them to stay on task when it is time to

be on task, and to seek support when appropriate. First semester data strongly supports an 80% reduction in missed class time among the most frequently referred students.

- Student Voice – This past year, students became involved in two major discussions involving school practices: mid-year/finals schedule and grade reporting. Going beyond just voicing concerns, the Student Council hosted forums, proposed solutions, and offered all students a chance to take more ownership of the school.

**Facilities and Operations:** Provide and maintain facilities that support healthy teaching and learning.

*Goal: To ensure a clean facility that supports the achievement of the school's 21<sup>st</sup> century learning expectations*

- RFQ – The Request for Qualifications was developed and published as the first step in what we hope will be a thorough analysis of our energy usage and a major renovation of our HVAC systems.
- The community-built shed along the east side of the building was reinforced and restored to current code standards after sustaining ice damage last year. The facial boards and gutters will be installed later this summer.

**Facilities and Operations:** Search for ways to conduct business in the most efficient and effective manner.

*Goal: Develop a more inclusive budgetary process to focus on efficient and cost effective methods for conducting operations*

- Our IT wifi and internet access is now performing at the current E-Rate federal standard for public schools. With our use of the free Google applications for schools, we find that our document sharing and our students' use of cloud-based storage has increased dramatically. Google adheres to the stringent requirements noted in current RSAs for storing student data offsite.

**Community Support and Involvement:** Promote positive relationships with the entire community to support education.

*Goal: To actively engage parents and community members in the instructional and co-curricular activities at John Stark*

- US News and World Reports and Newsweek continue to recognize John Stark as among the top high schools in New Hampshire, but, more significantly, the vote of confidence we get from parents wishing to withdraw their children from private schools so that they can attend John Stark and the inquiries from Antrim to tuition their students to John Stark speaks directly to the quality of our programs.

James Faulkner Elementary School

**Curriculum and Instruction:** Promote instructional practices for all students that are engaging, connect disciplines, and allow students to apply knowledge and develop higher order thinking skills.

*Goal: By 2014-2015, teachers will develop well planned, rigorous lessons that meet the standards set forth by the Common Core*

- The Everyday Math program was implemented in all grade levels
- The Lucy Calkins Writing Program was implemented in all grade levels
- Foundations (phonics program) was implemented in the K/1 classroom
- Trout in the Classroom curriculum was taught in all grade levels with a culmination of releasing the trout raised in May. Our school was given the Excellence in Teaching Watershed Education Award for the excellent work our teachers do in bringing awareness and teaching of this area of science to our students.
- All students participated in planting specific vegetables and items in the garden. They were involved in lessons on how plants grow, what is needed for them to be a successful crop, the care of the garden, and the purpose of the greenhouse.
- All students received instruction in Art, Music, and PE this year.
- The classroom teachers regularly accessed our Literacy and Math coaches to help strengthen their curriculum and instruction in their classrooms.
- The 4/5 classroom implemented use of one-on-one Chrome books and Google technology to integrate all subject areas into their learning.
- A Technology Plan for JFES was developed and submitted to the DOE.

**Assessment and Data:** Utilize a variety of assessment practices to measure students' understanding and skills for academic growth.

*Goal: A process and system to track, monitor, and document individual student understanding and skills over time will be implemented*

- Create a Standard-Based Report Card for all grades including the Unified Arts to begin reporting out on in the 2016-2017 school year.
- Certified teaching staff developed individual and shared ESLOs.
- All students are being assessed in the fall and spring using NWEA and AIMSWEB in reading and math. Students who fall below the 40% in the fall are being reassessed in the winter. This data is being used by classroom teachers to drive their instruction and form differentiated groups, and at a school-wide level to create intervention groups and qualification for Title 1 services.

**Professional Development:** Provide opportunities to staff for continuous professional growth.

*Goal: By June 2014, staff will receive high quality professional development that supports the objectives throughout the strategic plan*

- Our Math and Literacy coaches provided professional development to teachers and paraprofessionals on teacher workshops days.
- The behavior consultant for the district provided training on behavior management and reinforcement techniques.
- All staff was trained in Suicide Prevention/CPR/First Aid/Bullying.
- SAUniversity<sup>24</sup> provided multiple workshops that our staff attended including paraprofessionals.

**Personnel:** Recruit and retain professional, innovative, and dynamic staff dedicated to the success of all students.

*Goal: Develop and implement a comprehensive system for evaluating staff aligned with effective teaching practices based on the Danielson Model for Supervision and Evaluation*

- Secured mentors for our two full time teachers.
- SAU 24 email addresses were assigned to all staff and enforced to be used to ensure continuous communication within our SAU, school, and parents.

**Culture and Climate:** Promote an atmosphere that supports a forward-thinking, professional learning community to meet the needs of 21<sup>st</sup> century education.

*Goal: To maintain a positive climate and culture for a safe and effective learning environment as measured by student behavior data*

- Held monthly All-School Meetings to build school community.
- Implemented the Fill a Bucket in all classrooms, bought Fill a Bucket t-shirts for staff.
- School mascot and colors were decided and school spirit ear was sold as a fundraiser.
- All staff is sent a Weekly Highlights email on Sunday evenings by the principal highlighting the upcoming week happenings and information all staff need to be informed about for that week.
- Wellness Thursdays were introduced by the Wellness Committee to increase physical activity and health awareness in the JFES community.

**Facilities and Operations:** Provide and maintain facilities that support teaching and learning.

*Goal: By 2014, a plan will be developed that addresses the question of adequate facility to ensure that the school has the necessary space, technology and resources to offer a high quality instructional program*

- Enforced visitor sign in and entrance into the school.
- Implemented the Golden Dustpan Award for the classroom with the neatest hallway on Friday afternoon.
- Purchased enough Chromebooks for two classes to have one-on-one computing and the remainder of the school to have access to a Chromebook cart.

**Community Support and Involvement:** Promote positive relationships with the entire community to support education.

*Goal: By June 2014, JFES will have an informational campaign strategy so the community is informed about what happens at JFES and its graduates at KMS and KHS*

- Used the Town Hall for our Holiday Concert.
- Supported the Davis Public Library in the CLiF Grant-brought storyteller and poet to JFES.
- Book Pals-Friends of the Davis Library.
- Memorial Day – worked with the Stoddard cemetery board of trustees to place flags on headstones.

Henniker Community School

**Curriculum and Instruction:** Offer a rigorous and relevant curriculum to all students.

*Goal: To provide quality differentiated instruction for all learners at Henniker Community School to ensure student learning*

- Faculty attended different professional development conferences/workshops/trainings to enhance their knowledge
- Faculty presented ways to differentiate instruction at meetings
- Offered after school homework club for extra instruction time with students
- Offered after school Kid Games to enhance physical/kinesthetic learning
- All 7<sup>th</sup> and 8<sup>th</sup> Grade students developed Personal Learning Plans (PLPs) which focused on their own learning goals for the year
- Research done on new literacy and math instructional programs

**Curriculum and Instruction:** Promote instructional practices for all students that are engaging, connect disciplines, and allow students to apply knowledge and develop higher order thinking skills.

*Goal: To improve writing scores by fully implementing a systematic and explicit approach to teaching writing Kindergarten through Eighth Grade by September 2016*

- ELA curriculum committee worked on researching writing programs and chose the Lucy Calkins Units of Writing program

**Assessment and Data:** Utilize a variety of assessment practices to measure students' understanding and skills for academic growth.

*Goal: Develop and maintain a systematic process for reviewing student performance data to inform instruction*

- Standards-based report cards for K-4. Teachers met with our literacy coach and one of our 4<sup>th</sup> Grade teachers to ensure that we all have the same understanding of the assessment rubric and how to use it to report student performance
- Developed the 5<sup>th</sup>-8<sup>th</sup> Grade standards-based report card

**Assessment and Data:** Utilize multiple data sources to inform decision making.

*Goal: To organize student performance data in the most effective means for more consistent use by staff by June 2013*

- PLC teach teams worked with the math and literacy coaches to learn how to write goals based on student data

**Professional Development:** Provide opportunities to staff for continuous professional growth.

*Goal: Remain focused on matching professional development to district goals and individual staff goals for continued growth in best practices.*

- Teachers/administrators attended trainings/conferences/workshops on differentiated learning, literacy practices, math practices, Responsive Classroom, EDM4, behavioral interventions, students with anxiety, Trauma Informed Care, Lead Toxicity, Competency Based Assessment and Instruction, Technology Integration
- In-house training for teachers on the connections between the strategic plan, school goals, professional development goals and ESLO/SA goals
- Annual Bullying Prevention Training; Upstander Training

**Personnel:** Recruit and retain professional, innovative, and dynamic staff dedicated to the success of all students.

*Goal: Develop and fully implement a comprehensive system for evaluating staff adding Domain 5, aligned with effective teaching practices based on the Danielson Model for Supervision and Evaluation by June 2016*

- Work done at the administrative level to define and implement the new evaluation system to include Domain 5 Student Performance
- In-house training on developing ESLO/SA goals
- Work done at the teacher level to ensure understanding of the process of evaluation including student performance

**Culture and Climate:** Promote an atmosphere that supports a forward-thinking, professional learning community to meet the needs of 21<sup>st</sup> century education.

*Goal: To maintain a positive climate and culture for a safe and effective learning environment as measured by student behavior data*

- TAGS helped to set up events
- AOK assemblies changed to Learning Community Meetings to promote the culture of being one community, showcasing the work different grade levels have done
- Student Ambassadors were recognized by receiving AOK awards which were put on our AOK wall in the entrance hallway
- Promoting “Upstander” behaviors through staff training and in classroom follow up
- Giving Thanks: HCS students worked in their classrooms or TAGS with PTA representatives to create a “brick” or color a turkey for our Wall of Thanks

**Facilities and Operations:** Provide and maintain facilities that support teaching and learning.

*Goal: Prioritize building needs to complete projects from a high impact low level to a low impact level in a fiscally responsible manner*

- Monthly Facilities committee meetings to stay on top of planning and meeting building needs
- Development of a multi-year CIP
- Facilities manager, Playground Rebuild Committee, and PTA worked jointly to plan for the playground rebuild

**Community Support and Involvement:** Promote positive relationships with the entire community to support education.

*Goal: Use effective communication tools to ensure that the community is aware of what is happening at our school*

- Transitioned to electronic newsletter
- Use of school sign has increased
- Teachers use grade level newsletters, email, parent/teacher meetings to communicate child and grade level-specific news

Center Woods Elementary School

**Curriculum and Instruction:** Offer a rigorous and relevant curriculum to all students.

*Goal: By 2017, all students will receive scheduled core programs which engage students in all three tiers of enrichment and intervention as measure by common assessments and differentiated assessments*

- We reviewed current programs for all subject areas (Houghton Mifflin and EDM). The Staff was able to determine strengths and weaknesses and where support materials were needed. This was done in conjunction with the Literacy and Math Coaches. We are still in the process of reviewing ELA programs, but we have adopted Luck Calkins as our writing program and we re-adopted Everyday Math.

**Assessment and Data:** Utilize a variety of assessment practices to measure students' understanding and skills for academic growth. (AD1)

*Goal: Develop and maintain a systematic process for reviewing student performance data to inform instruction by 2015*

- We discussed the Smarter Balanced results and analyzed the strand reports. Data Teams presented NWEA data and led faculty workshops on running NWEA reports. Data was used to analyze current programs and curriculum.

**Assessment and Data:** Utilize a variety of assessment practices to measure students' understanding and skills for academic growth. (ASD2)

*Goal: Teachers will use assessment data (DIBLES, NECAP, NWEA, and Common Assessments) to drive instruction which will increase student performance. All students will make progress*

- Teachers were trained in-house in data and assessment best practices. Staff were trained in Data Driven Dialog practices which helped them focus on individual student needs.

**Personnel:** Recruit and retain professional, innovative, and dynamic staff dedicated to the success of all students.

*Goal: Develop and implement a comprehensive system for evaluating staff aligned with effective teaching practices based on the Danielson Model for Supervision and Evaluation*

- Through a rigorous hiring process, we have hired passionate educators. We have taken a historical look at teacher retention and reflected on best practices on how to retain our dynamic staff. It is important to note that a relatively high percentage of staff who have left a position remained employed in a leadership capacity in our SAU and in others.

- ESLOs have become an integral part of the professional development and supervision of teaching staff. Although currently, ESLO and Shared Attributions are in draft form, all goals are tied to effective teaching practices.

**Facilities and Operations:** Provide and maintain facilities that support teaching and learning.

*Goal: CWES will provide a safe and clean environment to support learning*

- Due to the creation of the Upper Elementary School, Center Woods Elementary School has become an environment that is more conducive to learning.
  - The Library is now a vibrant media center.
  - The students who attend CWUES have access to state of the art Unified Arts classrooms along with full Science labs.
- We started removing and replacing items which were not commercial grade as recommended by the fire department. We will continue to focus on this.
- Through the efforts of the community, CWUES has a playground that boasts both traditional equipment in fitness stations.

**Facilities and Operations:** Provide and maintain facilities that support teaching and learning (F O 2)

*Goal: By 2017, students will learn with the assistance of 21<sup>st</sup> century technology as measured by the increased technology*

- As of May 2016, every classroom has a dedicated Interactive Board.
- Additional Chromebook carts have been acquired which are utilized in the classroom daily.

**Community Support and Involvement:** Promote positive relationships with the entire community to support education.

*Goal: Raise the awareness of the positive initiatives within the community*

- Both CWES and CWUES have been utilizing Constant Contact and sending out monthly newsletters. Our newsletters have consistently higher open and click through rates than industry standards. We still strive to increase our open rate.
- Weekly parent notices are sent home about upcoming events and school initiatives.

**Community Support and Involvement:** Promote positive relationships with the entire community to support education. (CS | 2)

*Goal: By March 2013, work to educate the Weare community to the importance of obtaining an approved teachers' contract*

- Teacher and Support Staff contracts were passed

Weare Middle School

**Curriculum and Instruction:** Offer a rigorous and relevant curriculum to all students.

*Goal: To improve instruction through the strategies of the Professional Learning Communities and provide everyday enrichment activities to improve students' ability to use higher order thinking skills*

- Teachers have worked with Literacy and Numeracy coaches throughout the school year
- WMS had their first "Learning Fair" that included performance assessments from all subject areas and were incorporated with the annual "Penny Sale" for parents and community to visit
- The Guidance department has provided classroom instruction focusing on social skills, bullying and sexual harassment
- Staff completes the "Belief Statement" survey in March 2016

**Assessment and Data:** Utilize a variety of assessment practices to measure students' understanding and skills for academic growth

*Goal: Develop and maintain a systematic process for reviewing student performance data to inform instruction by 2015*

- Evaluation of the Extended Learning Block use the time and resources is ongoing
- Teacher training in Differentiation of Instruction during early release days
- Professional development in understanding competency-based learning/reporting

**Professional Development:** Provide opportunities to staff for continuous professional growth.

*Goal: Build a common understanding of effective teaching practices with teachers and support staff by 2015*

- Continuing training in use of Promethean Board/Active Inspire software
- ESLO training incorporated with discussion of Domain 5 and the development of student learning objectives
- Google Apps, Google Docs, and Google Mail and Calendar training during school year for staff
- The use of Google has provided greater opportunities for collaboration throughout the school
- Provided para-educators with training in "Dealing With Difficult Behaviors in the Classroom"
- Writing ESLO goals through the SMART process for teachers

**Culture and Climate:** Promote an atmosphere that supports a forward-thinking, professional learning community to meet the needs of 21<sup>st</sup> century education.

*Goal: Improve the climate of the school over the baseline collected*

- School Culture and Climate survey completed in June of 2016 with results being calculated in the summer of 2016
- Teacher appreciation week with PTO and the WMS administration providing acknowledgement for all their dedication and work

**Facilities and Operations:** Provide and maintain facilities that support teaching and learning.

*Goal: Continue to address preventive maintenance at Weare Middle School and ensure that the building is well maintained and in proper condition to provide a positive learning environment*

- Playground added to the facilities in summer of 2015
- Surveillance cameras added to cover playground area and additional cameras have been added to provide coverage around the entire building and main lobby
- Phone system replaced in spring 2016
- Additional card reader door added to north end of building
- Continuing work on the HVAC system to improve performance, operation and cost saving measures
- Lighting project completed in summer of 2015 throughout the school

**Community Support and Involvement:** Promote positive relationships with the entire community to support education.

*Goal: Work to educate the Weare District community to the importance of obtaining an approved teacher's contract*

- Implemented the use of Constant contact as an electronic method of communication with parents and community and published monthly E-newsletters for distribution
- Utilize the Blackboard Connect to send Outreach message to parents regarding school pertinent information
- Continue have the fall open house for incoming and current parents of Weare Middle School
- Guidance has provided students with a career day for students with guest speakers visiting during the day and offering their insight and expertise to their jobs
- The student council provided fundraising opportunities for local foodbank and SPCA donations