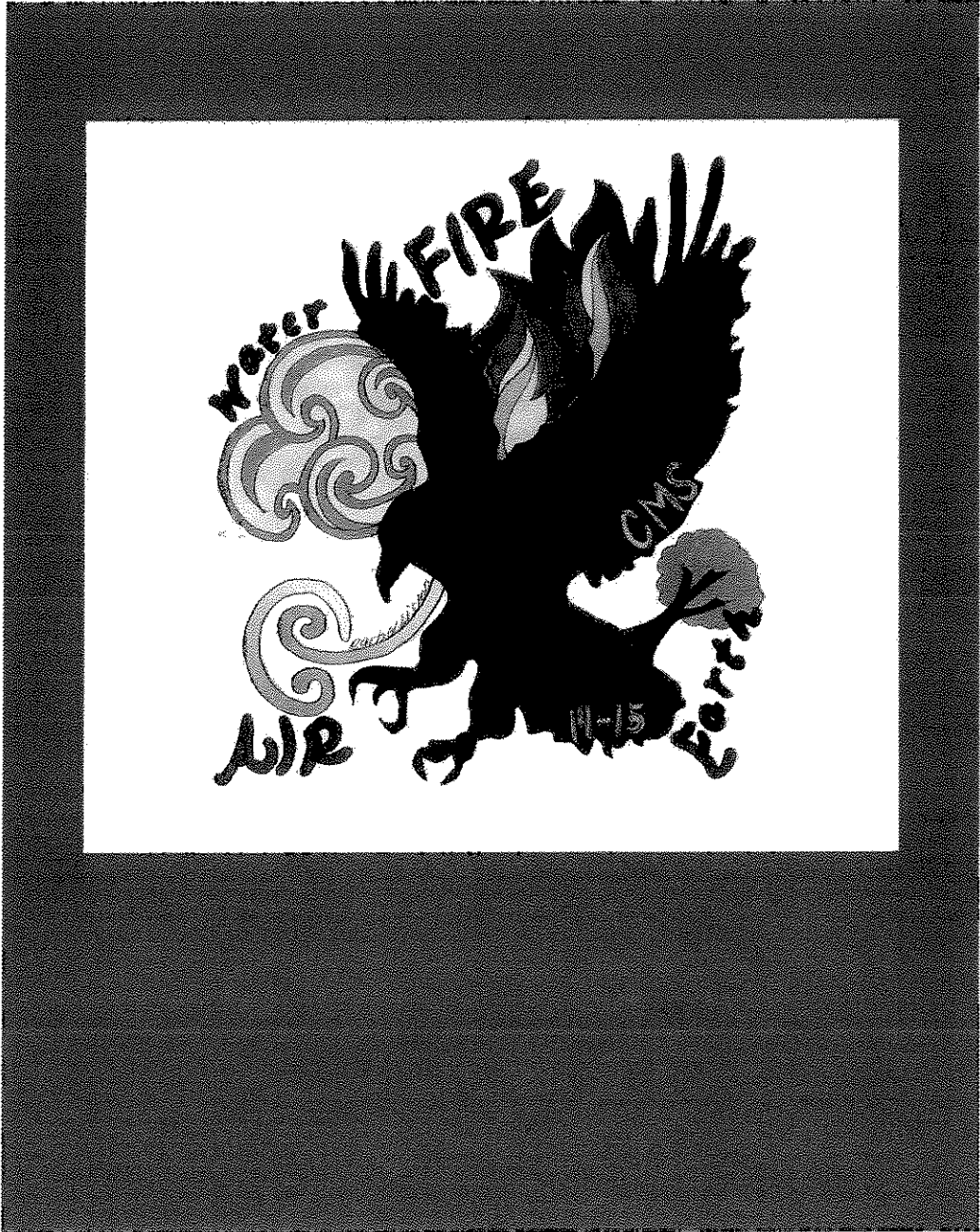


Strategic Plan 2014 - 2015

Cooperative Middle School



At the Cooperative Middle School (CMS) and SAU 16 we understand the value of establishing a vision and goals to continually work towards. We have great schools thanks to the hard work of teachers, staff, administration, parents, school boards, community and most importantly our students! To ensure that we continue to strive for our ideals and improve our schools we have created a Strategic Plan that identifies our improvement goals and outlines the path to those ideals. This plan does not, and could not; include all the wonderful things that are happening at CMS in so many areas outside of this plan. The plan includes areas that have been identified as priority areas that we wish to continue to make improvements on.

The CMS Strategic Plan was created with help from teachers, staff, administration, parents, and students. All stakeholders were involved in the creation of this plan and had an opportunity to express their thoughts and beliefs that shaped the development of this plan. Thank you to everyone who was involved in the creation of this valuable plan.

SAU 16 Vision Statement

To provide a rigorous and comprehensive education that will prepare our students for diverse post-secondary educational opportunities, a competitive workplace, and active civic participation.

SAU 16 Mission Statement

To help students gain knowledge and skills that build intellect, character, and a lifelong thirst for learning.

CMS Mission Statement

The mission of the Cooperative Middle School is to provide a challenging, safe and healthy learning environment designed to meet the social, emotional and intellectual needs of all students.

Guiding Principles

Provide a rigorous and comprehensive education that challenges all students
Master core academic knowledge and skills to the best of each individual's ability

- Language arts
- Mathematics
- Science, technology, research, laboratory, and other functional academic skills
- Social Studies
- World languages
- Fine and performing arts
- Health, wellness, family/consumer science, physical education

Support a culture within our schools that builds strength of mind and character

- Critical thinking and analytical skills
- Self-discipline, self motivation, independence
- Effective communication and collaboration skills
- Personal responsibility and respect for others
- Ability to adapt and evolve with resiliency and creativity
- Passion for learning and challenge
- Physical and emotional well-being and safety

Prepare students for active participation in community and civic affairs

- Appreciation of and experience with community service
- Opportunities for leadership and community / school involvement
- Understanding and appreciation of our democratic society and civil rights

Obtain backing from SAU 16 central office operations to support our vision and achievement of these goals

- Provide high quality professional services to our member school districts at reasonable cost to taxpayers
- Build and maintain positive relationships among our communities, parents, schools, and other educational institutions
- Implement the strategic plan

SAU 16 Communications Goals - CMS Action Plan

GOAL:

To review the current communications systems in the SAU school community, assess their effectiveness and make recommendations for improvement in each of the following areas:

- School to Community
- SAU to Community
- School to School
- SAU to School

Ensure timely communication between schools and parents/community members:

- Establish a policy of keeping all school Internet communication up-to-date.
 - CMS Action – We continue to update our school website and monitor it closely to ensure it is up to date. We have expanded our parent resources on the website and now have access to Atomic Learning.
 - We are establishing a new Technology area on the website to assist and educate parents and students with the multiple resources. As we expand the use of many different tools and provide access to these tools it is necessary to educate users in order to best access these new tools and resources.
 - In order to simplify communication with parents and students we have streamlined our PowerSchool portal to now include the team calendar and links to teacher resources. This has limited parents and students from going to multiple different sites and locations by providing the links and resources on just one site, our PowerSchool portal.
- Establish a specific schedule for teachers to update their grades regularly on Powerschool.
 - CMS Action – Timely communication is important to assist students in their learning. Teachers also need time in order to post assignments and update PowerSchool. All teachers are reminded of the expectation to update grades on a regular basis (at least once every 10 days). If any teacher is not meeting this expectation please contact school administration so this can be corrected.
- Establish an expectation that all school personnel will return e-mail and/or telephone messages from parents in a timely fashion.
 - CMS Action – This expectation will continue to be stressed and staff reminded of this expectation.
- Ensure great care to the quality and accuracy of all electronic communications.
 - CMS Action – All communication is to be professional and accurate. CMS staff takes great pride in demonstrating our high degree of professionalism at all times. In our efforts to ensure the quality of all electronic communication we have created teacher expectation protocols and guidance to educate staff of these recommendations.

Improve communication regarding student expectations and progress:

- Ensure regular communication from each elementary school, and its teachers, to the parents.
- Strengthen communication between CMS and EHS teachers in terms of expectations for students.

- CMS Action – CMS and EHS have established a teacher observation model and will continue to participate in this model with a focus on discussing student expectations and how to improve this transition for students.
- CMS Action – CMS continues to extend this teacher observation model and invite the elementary schools to participate. These observations help build stronger and better communication between all schools.
- CMS Action – 2013 – 2014 CMS participated in a district meeting that invited 5/6 grade teachers to discuss and refine student transitions to CMS.
- CMS Action – Special Education Department has assigned one special education teacher for transition meetings to ensure a consistent message was being delivered to all parents, students, and elementary staff. We continue to accomplish more transition meetings in the spring and improve this process. We have added a Special Education night to the transition meetings allowing parents to tour the school, ask questions, and learn about special education services at CMS.
- CMS Action – A Literacy Committee was formed this year made up of elementary and middle school staff to develop new ways to communicate student data to CMS from the elementary schools. The committee created a common writing sample, and a common reading data sheet to be completed by 5th grade teachers for all incoming 6th graders. This sharing of data will help CMS teachers know the strengths and areas to work on sooner with all incoming students. This process has proved valuable for math and we now have expanded it to include literacy. Literacy placement tests were also given to all identified students to better identify their literacy supports needed at CMS sooner.
- Review the procedures for parent-teacher conferences in all SAU16 schools.
 - CMS Action – CMS continues to move toward student lead conferences. Last year, we had over 80% of students attending the conferences with their parents. This is an increase from 65% last year. CMS believes students are an important part of these conferences and need to develop skills in order to communicate their progress and develop a plan for their academic success. CMS has developed a student lead conference sheet that all students complete and are encouraged to use during the student conference.
 - CMS Recommendation – The school calendar needs to add additional conference days in order to accommodate additional conferences in order to allow all parents and students to participate in these valuable conversations.
- Review the skills and knowledge being measured on report cards in all SAU 16 elementary schools.
 - CMS Action – CMS is moving towards a standards based report card. Our goal is to have a standards based report card for the 2015-2016 school year. At this time we have specific teams and content areas piloting standards based instruction and reporting.

Improve communications involving administrators, paraprofessionals, and staff:

- Provide additional time/opportunity for faculty to meet with one another on professional matter, both formally and informally.
 - CMS Action – CMS has created a new schedule that was implemented during the 2012 – 2013 school year. This schedule now allows for team teachers to meet for 2.5 hours each week during their Professional Learning Community (PLC) time. We have also created release time for other teachers whose schedule does not permit to meet during these weekly meetings by assisting with substitute coverage. Vertical PLC time is limited to a couple of times a year. This time is valuable to ensure consistency with goal implementation among the different grade levels. PLC's continue to work on common assessments, and steps to move to standards based instruction.

- CMS Action – In order to improve communication with our new Global Skills case managers and general education teachers we have added a case manager to reduce the case load of each Global Skills teacher, this will allow more time for common planning. In addition to this we have designated special education staff to facilitate inclusion and special education modification to support general education staff and promote develop their ability enhances their ability to facilitate special education inclusion.
- Administrators need to seek additional methods for enhancing communication with their staffs.
 - CMS Action – Since the 2011 – 2012 school year the principal sends out a daily notice to all staff outlining the meetings, activities, student events, and other updates and reminders to the staff. Last year the CMS monthly school board report is put out to the entire staff and parents to communicate the many different activities that are happening at CMS.
 - CMS Action – Many new committees and organizations have been created (Scheduling, Special Education Re-organization, Rtl, Climate and Culture, Leadership, Curriculum and Instruction, Professional Development, PTO and others) to solicit staff input and use their expertise to create solutions to better manage the building and improve instruction for our students.
 - CMS Action – 2012 – 2013 we began to create a para-handbook that outlined expectations around study halls, lunch duties, and other paraprofessional responsibilities. We conducted training to support them and educate them how to meet these expectations. 2013 – 2014 we will continue to add to the para-handbook areas of classroom expectations and working with students one-on-one.
 - CMS Action – During the 2014-2015 school year on our daily attendance report we will be adding an ongoing list of concerts, field trips, special events, and other activities to keep the staff better informed of the daily events that are happening at CMS.
 - CMS Action - To better communicate the many committee meetings we will audio record all meetings and make them available on a secure site for all staff to stay informed. We have started this goal, however many committees still need to be more diligent about recording the meetings and making them available to staff. We will continue to implement this goal next year.
- Improve lines of communication with paraprofessionals to include information relative to the students with whom they work.
 - CMS Action – To improve communication between special educators and paraprofessionals we have devoted early release time last year to give more opportunities for them to meet and discuss student needs. We are creating a schedule for paraprofessionals and special educators to meet in the mornings from 7:15 a.m. to 7:30 a.m. to allow more conversations around student needs and how to support the students. We will continue to explore other opportunities to create more common planning time between special education case managers and paraprofessionals.
 - CMS Action – We continue to create training opportunities for our paraprofessionals that focus on further training for specific learning disabilities. We are cross training more paraprofessionals to enable them to better support multiple learning and medical needs.
 - CMS Action – 2014 – 2015 paraprofessionals will be given student log on information for PowerSchool to better assist students and have access to student resources.
 - CMS Action – For the second summer in a row we have offered paraprofessional training opportunities. Paraprofessionals had the opportunity to participate in a summer training sessions designed to teach them how to meet the needs of students in our new Global Skills classrooms. Classes included tube feeding, toileting, lifting, and other crucial areas of need. We wish to expand this summer institute for para's to continue to offer targeted professional development to aid our para's in their daily responsibilities.

- Restore the middle management department positions, (i.e. Learning Area Leaders/Department Heads) at CMS and EHS.
 - CMS Action – 2012 – 2013 CMS has restored 3 LAL's, Special Education, Math, and Language Arts. These positions are extremely valuable and are responsible for the great progress we have made in our new special education re-organization plans, and our transition to the Common Core State Standards.
 - CMS Recommendation – We wish to restore more LAL's at CMS. I would recommend starting in the areas of Social Studies and Science as our first priority as we move forward with Common Core implementation. These positions are needed to guide our curriculum development, common assessments, and unit plan development, as well as create better professional development opportunities for their content area. This work is shared between administration and the teachers with the bulk of the work being completed by the teachers. Better oversight in this area will help improve instruction and curriculum faster and produce better quality and consistent products. Once those two LAL's are back, we wish to have LAL's for Unified Arts, (Art, Family Consumer Science, Technology Education, Physical Education, Health) World Language, and guidance.
- SAU administrators need to work with all non-teaching personnel to pinpoint communication concerns and then work in unison to address the problems.
 - CMS Action – 2011 – 2014 CMS special education administration created morning meetings for para's to better communicate expectations and listen to their concerns and together problem solve. More regular meetings are needed to continue this communication and work toward addressing problems or concerns.
 - CMS Recommendation - We wish to create a monthly mandatory para meeting. CMS needs funding in order to require all para's to attend. These meetings are extremely valuable and it is crucial that all attend. Our non-mandatory meetings were not well attended and did not prove as valuable if all were in attendance.

SAU 16 Design and Philosophy Goals – CMS Action Plan

GOAL:

The committee believes that 21st century literacy and knowledge of technology are core skills and should be considered an important part of the curriculum. The SAU should commit to developing paper-less practices, ones that support collaboration, connectivity and the development of learning networks that will extend beyond the formal education SAU 16 provides.

- Reconfigure the cafeteria at the Cooperative Middle School. Its size and limited points of sale lead to limitations of the school's master schedule and places high demands on staff duty schedules.
 - CMS Action – Staff continue to participate in cafeteria duty. Staff and students are trained to go through the lunch line quickly and orderly.
 - CMS Recommendation Justification – Several building limitations contribute negatively to the overall education of CMS students; size of cafeteria, 10 team areas with 12 teams, and excessive heat during late spring and late summer. The limited size of the cafeteria and time available for lunch continues to limit food choices such as the addition of a sandwich or salad bar and strains the master schedule. With 12 teams and only 10 team areas we have many teachers traveling to multiple rooms during the day, losing valuable instructional time and limiting instructional opportunities. The shortage of team areas cause many disruptions to a student's day, for example one team will be at their lockers while other students are in their classrooms trying to learn. All available rooms are being used the whole day and require teachers to leave their rooms and prep elsewhere or stay in the classroom as

- instruction is happening. All closets have been converted to offices for staff use. This limited space negatively impacts instruction and instructional opportunities, loses valuable instructional time, and the climate of the building on a daily basis.
- CMS Action – Due to the hot classrooms upstairs negatively impacting students and staff ability to learn and instruct and to alleviate health concerns caused by excessive heat AC will be installed to all second floor classrooms during the summer and fall of 2014.
 - CMS Recommendation – Develop plans to increase the size of the cafeteria, add two additional POD areas. The original bond expires within the next 4 years. As this bond retires a new less expensive construction bond could be picked up to correct these building limitations and not raise the local tax rate. These plans need to be developed now and a campaign designed to inform the public of the need for these updates. SAU 16 takes pride in our facilities and it is time to update CMS to better serve our students, staff, and community.
- Adjust weighting system at the high school to assign different weights to as many levels as exist for a particular course.
 - CMS Action - None
 - Increase opportunities for middle school students to earn high school credit where appropriate.
 - CMS Action – Our World Language program now earns students high school credit. Students are required to pass the same exit exam as the high school course to earn credit.
 - CMS Action – More CMS students are completing VLAC courses for high school credit. We have designed a new 8th grade U.A. course to introduce students to Virtual Learning Academy Charter School (VLACS) courses. This allows students to learn what courses are available and develop the skills to successfully complete an online course.
 - Provide more flexibility for students to move among levels, courses, and disciplinary tracks before and after courses have begun.
 - CMS Action – We have developed criteria for admittance into our leveled math classes. Students that meet the criteria (regardless of grade level) are allowed to participate in that course.
 - CMS Action – We piloted flexible grouping with two 7th grade teams during the 2012 – 2013 and 2013 – 2014 school years. This allowed students to be grouped by ability, gender, and behavioral standards. The pilot was a success and we will continue to develop and expand the use of flexible grouping at other grade levels.
 - Create a committee to explore the transitions between the elementary schools and the middle school, and between the middle school and the high school.
 - CMS Action – CMS has created with the help of the elementary schools a very proactive transition plan for students to help make a positive transition to CMS. The following list outlines this process;
 1. CMS Principal and 6th grade Assistant Principal visit each elementary school for a parent informational night.
 2. CMS Special Education Director and special education teachers facilitate transition meetings for special education students.
 3. CMS guidance team meets with all 5th grade students at their school and presents a short program informing them of CMS.
 4. CMS guidance team meets with all 5th grade teachers to discuss students and their behavioral and academic strengths and weaknesses.
 5. 5th grade teachers complete student input forms to inform the receiving 6th grade teachers about each student.
 6. 5th grade students visit CMS for a transition day. During this transition day students have an opportunity to meet their teachers, teammates, and explore the school.

7. CMS hosts an two informational nights in the spring for incoming parents in the fall. One night informs parents of the curriculum their child will learn in 6th grade and one night is dedicated to inform parents of our special education model and supports.
 8. 5th grade students participate in a summer orientation day at CMS. This is another opportunity for them to meet a variety of staff, classmates, and learn more about their team and CMS.
- CMS Action - CMS has created with the help of EHS a very pro-active transition plan for students to help make a positive transition to EHS. The following list outlines this process;
 1. CMS and EHS guidance staff meet to discuss courses and the course recommendation process.
 2. EHS guidance and administration greet the 8th grade students at CMS and inform them of EHS.
 3. EHS hosts parents and students for an evening informational night.
 4. Incoming 9th grade students participate in an orientation day hosted by the Link Crew at EHS.
 - CMS Action – EHS and CMS organize same content area teachers to observe one another and then discuss expectations and the transition. We will expand these teacher observation opportunities to include elementary teachers observing CMS teachers.
 - CMS Action – CMS wishes to create more opportunities with EHS staff to plan curriculum, learn more about high school leveling, and gain a stronger understanding of how to prepare students for success at EHS. We wish to create an opportunity for teachers to discuss these items during an early release day.

SAU 16 Community Involvement Goals – CMS Action Plan

GOAL:

The entire SAU16, from students to administrators, will recognize and support the value of community service and look for ways to strengthen community involvement in our schools. This is the first step to encourage growth in the connectedness of all the SAU communities.

SAU16 shall establish a community service website, linked to each school’s website, which enables individual districts to:

- Publicize student volunteer opportunities.
 - CMS Action –Has identified a volunteer coordinator role to find, manage, and publicize volunteer opportunities for CMS students. Volunteer opportunities will be posted on our website. This new position will help promote our community service initiative at CMS.
- Build a master list of community volunteers.
 - CMS Action – CMS PTO will solicit and maintain a list of community volunteers.
- Coordinate an annual Career Day at EHS.
 - CMS Action - None
- Encourage students to be active, caring members of the community.
 - CMS Action – 2011 – 2012 school year community service was promoted through the Travis Manion Foundation “Character Does Matter” program to our 6th graders. Our

6th graders completed over 2000 hours of community service. 2012 – 2013 school year community service and the “Character Does Matter” program was promoted for all grade levels at CMS. Students completed 4600 hours of community service. 2013 – 2014 CMS completed 6400 hours of community service. The “Character Does Matter” program encourages all students to take responsibility for the world around them and step up to make a difference. The mantra of the program is “If not me than who?” CMS students know that not only can they make a difference to the world around them, but also they have a responsibility to make a difference.

- Provide opportunities for community service.
 - CMS Action – We continue to develop our new community service project and education. Since 2011 CMS has made great gains in promoting caring and committed citizens. We have adopted our school wide Citizenship Pledge and Student of the Month assemblies to recognize the great accomplishments of our students in the community and to educate them on what it means to be an involved citizen. Our clubs, organizations, and programs at CMS that are dedicated and involved in their communities such as our Builder’s Club, Go Green, Kids Who Care, Hope for Humanity, Middle School Mentors, Alternative P.E., Pease Greeters, and others have grown significantly in number of students and community service hours accomplished.

SAU 16 Curriculum and Assessment Goals – CMS Action Plan

Improve the clarity and consistency of K-12 curricula:

- Establish a simplified one-page core curriculum for each class, with progressively increasing levels of depth and complexity through each grade level.
 - CMS Action – We have developed one-page core curriculum sheets for math. 2013 – 2014 we will complete the one-page core curriculum sheets for all content areas.
- Broaden curricular oversight by establishing curriculum committees at CMS and EHS.
 - CMS Action – Established with the restructuring plan CMS has a Curriculum and Instruction committee that meets twice a month. PLC’s and LAL’s have taken on the responsibility of curricular changes with administration oversight.
 - CMS Action – CMS will integrate the new 6-12 Curriculum Coordinator position for the 2014 – 2015 school year. This new position will help with curricular oversight, curriculum development, and standards based reporting and instruction implementation.
 - CMS Recommendation - In order to have better curricular oversight additional LAL’s are needed for our science and social studies areas.
- Enhance standard curricula by implementing consistent procedures and programs for remediation and extension in all SAU 16 schools.
 - CMS Action – CMS currently uses the Language! program as the reading intervention program for special education students. 2013 – 2014 CMS will implement the use of V Math as the math remediation program.

- CMS Action – RtI continues to be implemented at CMS. 2014 – 2015 school year we will have universal screening for all grade levels in the fall using the NWEA MAPS testing. We have continued to make gains in the use of this data and making it accessible to staff in a timely manner. We have adopted and implemented new math and reading intervention programs for our students. In order to expand RtI further at CMS additional reading and math interventionists would need to be hired.
- CMS Action – Fall 2014 – 2015 CMS has a teacher on sabbatical specifically exploring PBIS (Positive Behavioral Interventions and Supports) and will be developing a plan for PBIS implementation at CMS.

Facilitate teacher development, coordination, and review of curricular changes to achieve a consistent and cohesive educational program:

- Create more time for common planning, curriculum development, and interdisciplinary collaboration.
 - CMS Action – 2012 – 2013 all professional staff met in their PLC time for the purpose of common planning, and curriculum development. We will continue the use of PLC time for these purposes.
 - CMS Action – CMS is implementing the new Common Core State Standards (CCSS) in Math and Language arts. By 2014 – 2015 the CCSS will be fully implemented at CMS.
 - CMS Action – Our Curriculum and Instruction committee has developed a common unit plan template. PLC's have been using this template to identify common standards and create consistent unit plans. By the end of 2014 – 2015 all content areas will have completed common unit plans with common assessments.
- Enhance professional development by improving on-site training opportunities and implementing a consistent teacher mentor program in all SAU 16 schools.
 - CMS Action – CMS participates in the SAU 16 mentor program. CMS has a Lead Mentor to coordinate the requirements of this mentor program. Annual training is offered for new mentors. All new staff is assigned a mentor. The Lead Mentor coordinates all program requirements and reports to Assistant Superintendent Esther Asbell.
 - CMS Action – CMS has created a professional development team to focus on improving professional development opportunities at CMS. This team has a goal to create a PD calendar for all early release days before the start of each school year. The team will coordinate PD opportunities with the SAU 16 PD team in order to avoid conflict and share resources. The PD opportunities will be based on building needs and staff input.
- Investigate returning to a department head structure at EHS to improve communication, morale, and academic leadership.
 - CMS Action - None

Increase rigor throughout the curriculum and clarify, as well as promote, all possible learning opportunities:

- Address specific needs identified within each subject area.
- Increase administrative support for teachers in their pursuit of higher standards.
 - CMS Action – 2011 – 2012 school year CMS developed a sub-committee to investigate how to better challenge our advanced students. The following recommendations were made;
 1. Improve Quality of Instruction
 - a. Change instruction from teacher centered to student centered.
 - b. Writing developed at all levels – Create grade level rubrics and expectations at all grade levels.
 - c. Increase complexity of tasks and work assigned to students.
 2. Organizational Changes

- a. Lower class size in our leveled classes.
- b. Clearer objectives to admittance to leveled courses.
- c. Addition of RtI – to offer additional time in areas of need and enrichment opportunities.
- d. Add advisory to CMS – establish stronger relationships and connections with students.
- e. More electives and enrichment opportunities built into the school day.
- f. Reduce study halls and increase instructional time.
- g. Flexible grouping of students in their content areas.

3. Personnel

- a. To maintain and develop a culture of increased expectations and challenge for all students add a Challenge Coach position to CMS. This position would train and support staff in higher quality instruction and lesson development.
 - CMS Action – CMS continues to use these recommendations as we make organizational changes at CMS to help guide us as we strive for higher standards and expectations.
 - CMS Action – The CMS Admin team has been participating and continues to participate in our “Walkthrough” training. A “Walkthrough” is when an administrator walks into a classroom and collects data on what is observed. We are using student assignments and placing them on a rigor matrix in order to better identify quality assignments. We will continue the use of “Walkthrough” data to guide professional development and support teachers in their pursuit of higher standards.
 - CMS Action – Teams 6 and 7 have piloted flexible grouping during the 2012 – 2013 and 2013 – 2014 school years with great success. We will continue to expand the use of flexible grouping to other grades.
 - CMS Action – We are developing common writing expectations and rubrics for all grade levels. 2014 – 2015 we have developed over 12 hours of professional development for our staff to better instruct writing across all content areas and to learn the newly developed common writing expectations.
 - CMS Action – We have refined and clarified the expectations for admittance to our higher leveled math classes.
 - CMS Recommendation – Advisory may be possible at CMS with contractual language and schedule changes. The school board as well as the Exeter Area Teacher’s Association will need to revise current contract language and make necessary changes to permit advisory at CMS.
 - CMS Recommendation – In order to eliminate additional study halls and offer more enrichment classes during the school day additional teaching staff would need to be hired. Currently we have art in two grade levels. In order to offer art in all three-grade levels an additional art teacher would need to be hired. In order to limit PE class size an additional PE teacher would also need to be hired.
 - CMS Recommendation – In order to offer more support and training to teachers and improve instruction a Challenge Coach would be needed in order to facilitate this. Current demands on administration and teaching staff do not make this possible.
- Improve communication about extended learning opportunities.
 - CMS Action – We use Alert Solutions to notify parents and students about current opportunities.
 - Strengthen EHS graduation requirements.
 - CMS Action - None

Improve the statistical validity and consistency of K-12 assessments:

- Evaluate student learning with teacher-developed annual exit assessments that are aligned to the curriculum.
 - CMS Action – 2012 – 2013 CMS World Language department administered the same exit exam as EHS. Our Algebra course continues to administer EHS exit exam.
- Create a committee to study our standardized assessment program to make it more statistically relevant and useful.
 - CMS Action – All content areas are developing common assessments to improve consistency to the standards and to offer better feedback around what students are meeting the standards. Knowing who is meeting the standards across a grade level will better enable teachers to modify instruction for those students who consistently fail to meet the standard. All common assessments will be complete by the end of 2013 – 2014 school year. All common assessments will be administered during the 2014 – 2015 school year.
 - CMS Action – 2013 – 2014 CMS has created a data team as part of our Leadership Team. The focus of the team will be to review student data and provide this data to the Leadership Team to guide curricular, and instructional decisions to ensure a heavier emphasis on using student data when making decisions.
- Improve communication among schools and parents by creating a system to capture and store assessment data on student skill levels that identifies those who have mastered the material and those who remain deficient.
 - CMS Action – CMS is moving toward a standards based reporting system to better identify students who have mastered material and skills and those who remain deficient. The following tasks are planned for the 2013 – 2014 and the 2014 – 2015 school year;
 1. Content area PLC's identify standards to be met.
 2. Site visits and conversations with schools that have transitioned to standards based reporting.
 3. Survey staff for understanding of standards based reporting.
 4. Share examples of reports and what they might look like at CMS.
 5. Explore standards based reporting and how to develop standards for our special education population that are not on grade level.
 6. Determine how standards' based reporting integrates with the use of Power School.
 7. Explore the connection between homework and standards based reporting.
 - CMS Action – During the 2014 – 2015 school year we will begin to implement standards based reporting with a minimum of one unit or more in all content areas.
 - CMS Action – During the 2014 – 2015 school year conduct parent and community forums to explain how standards based reporting works and what it will look like on a report card. CMS will maintain letter grades and will be adding standards based reporting as well.
 - CMS Action – 2015 – 2016 6th grade teachers and students will be using standards based reporting for all content areas. 2016 – 2017 standards based reporting will extend to 7th grade. 2017 – 2018 standards based reporting will be in effect at all grade levels at CMS.

SAU 16 Governance Goals – CMS Action Plan

- Continue the community-wide discussion to identify ways to increase the efficiency and

- effectiveness of the SAU governing structure.
 - CMS Action – Participate in discussions and support plan development.
- SAU 16 schools should consider combining/sharing contracts (teacher, administrator, paraprofessional) where/when feasible to streamline and consolidate the time-consuming negotiation processes that currently take place throughout the SAU. The intent of this recommendation is to encourage schools with similar existing contracts to consider combining forces to negotiate future contracts.
 - CMS Action – Participate in discussions and support plan development.
- Investigate shared services provided by SAU 16, specifically technology and facilities-related services, to identify ways to improve level of service and efficiency. It is recommended that the existing ERCS D Technology and Facilities (including purchasing) committees expand their efforts to focus on these SAU 16-wide shared services with the goal of centralizing/streamlining and improving efficiency.
 - CMS Action – Participate in discussions and continue to look for ways to centralize and improve technology service efficiencies.

SAU 16 Lifestyles Goals – CMS Action Plan

- By 2015, SAU 16 schools will provide a healthy environment for our students, faculty, and staff with a yearly inspection of the physical plants for mold, mildew, ventilation, pests, and other environmental problems.
 - CMS Action – The building maintenance department is responsible for this goal.
- By 2015, all food offerings including vending machines in the SAU 16 schools will comply with the gold standard A list from the USDA and encourage a lifetime of healthy eating.
 - CMS Action – The food services department is responsible for this goal. At CMS we have eliminated bake sales during the school day to help meet this goal.
- By December 2011, SAU 16 schools will continue to move forward in providing an environment and programs where students and staff can learn to care for each other and to appreciate individual differences. The entire school community will treat each other with respect and bullying and other degrading behaviors will not be tolerated.
 - CMS Action – CMS has developed a pro-active approach in educating students about anti-bullying and tolerance around student diversity.
 - CMS Action - 2011 – 2012 CMS created Friends of Rachel club. The club promotes anti-bullying actions and behaviors and promotes acts of kindness. The club has presented on numerous occasions during our student of the month assemblies to promote a positive school climate.
 - CMS Action - In 2011 – 2012 CMS adopted a Citizenship Pledge that all students sign and commit to each year. The pledge is displayed in all team areas. Each month during our Student of the Month assemblies we educate students what it means to live up to this pledge, share examples, and motivate them to take the responsibility to be a good citizen. The school climate continues to improve and CMS is doing its part to create involved citizens.
 - CMS Action - During the 2012 – 2013 school year the CMS guidance department developed a 6-day course that is taught to all 6th grade students that stresses student responsibility in a community and what behaviors are expected.
 - CMS Action - 2012 – 2013 CMS created a new Diversity club that provides awareness and strategies to educate students around student diversity. We sent 75 students to participate in anti-bullying and diversity training. These students are now using this training to better CMS and educate their classmates.
 - CMS Action – 2012 – 2013 school year CMS created our Alternative PE program that

not only promotes physical activity for all students with programs like yoga, geo caching, fishing, Tae-Kwon-Do, and others, it also promotes the use of peer role models in every class who learn of other students differences and gain leadership skills in this role. This program is now available at all three grade levels at CMS.

- SAU 16 shall continue to provide a breadth of offerings in the arts to address the whole student and their interests and talents. This shall include the opportunity for a minimum of weekly participation in music, art, or drama from grades K-12.
 - CMS Action – By adjusting the CMS schedule we have been able to expand on our strong music, art, and drama programs. 2012 – 2013 was the first year CMS has offered a string orchestra program and a beginner band opportunity. All students at CMS participate in one of the following; chorus, band, orchestra, or general music. We continue to offer many concerts that integrate students not only from CMS but also the elementary schools and EHS.
 - CMS Action – A new film club has been created that teaches students the fundamentals of acting and filmmaking. The CMS students in the club are mentored by the EHS film club as well to create a stronger tie between the two clubs and the schools.
 - CMS Recommendation – At this time CMS has only two art teachers. This limits our art offerings to just two grade levels, 7th and 8th. With an additional art teacher we would be able to provide an art experience at each grade level. We recommend the addition of one more art teacher at CMS.

- By 2012, regular physical activity will be required of all students with an increased breadth of choices—team sports, club sports, individual sports, and life sports. The staff will be encouraged to model good exercise habits by participating when and where possible with the students.
 - CMS Action - 2012 – 2013 CMS created a new Alternative PE program. The program offers an alternative setting from the traditional gym class to ensure all students have access to appropriate physical education classes. Courses include Tae-Kwon-Do, yoga, geo-caching, fishing, bicycling, wheel chair basketball, and much more. All classes have 20 peer model students participating with identified students in each class. All students' benefit from an increased awareness, respect, and understanding for one another.

SAU 16 Special Education Goals – CMS Action Plan

- Work toward a common governance agreement among districts for a SAU-wide preschool program. (This would include the Exeter Region Cooperative District because it governs the Wright Start Pre-School program that is part of the Seacoast School of Technology.)
 - CMS Action – None

- Increase the graduation rate of students with disabilities to 90% by June 2015.
 - CMS Action – 2013 – 2014 CMS has developed a Global Skills program to better meet the needs of special education students requiring more intensive supports and programming.

- Further investigate special education across all districts for potential sharing of resources.
 - CMS Action – In order to better transition special education students and offer appropriate programming CMS has been working with the elementary schools and EHS to write I.E.P's more consistently. By improving communication around student needs each school can be sure to address those needs as intended. Inconsistencies in I.E.P's have created additional unnecessary challenges when trying to meet student's

needs and promote positive relationships with parents. Consistently written I.E.P's will ensure a better more effective transition of special education students from building to building.

- CMS Action – CMS has created a new special education model that was implemented in 2013 – 2014. The model places greater emphasis on focusing on individual student goals. Teachers specializing in content areas and role and responsibilities. The new model places emphasis on teaching and mastering necessary skills to be successful.
- CMS Action – CMS believes it is in the best interest of the child to share resources and have these resources follow the child to assist in their transition to a new school. We continue to support our students by sending their devices and trained personnel to accompany them as they transition to EHS. We continue to develop this relationship with the elementary schools.
- CMS Action – In order to save the district money in contracted services we continue to identify areas that can be accomplished with school staff. During 2014 – 2015 school year we have created a BCBA (Behavioral Consultant/Behavioral Analyst) position to provide services to both EHS and CMS students that no longer will be contracted out. We will continue to explore opportunities to share resources and personnel to better support our students.