



Cumberland School Department
STRATEGIC PLAN
2012 – 2015

Developed by the Strategic Planning Committee
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Adopted by
Cumberland School Committee
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STRATEGIC PLANNING COMMITTEE

Title	First	Last	Role	School
Ms.	Judith	Bassignani	Principal	Garvin School
Ms.	Lisa	Beaulieu	School Committee	Cumberland School Department
Ms.	Karen	Berard-Reed	Parent	Ashton School
Ms.	Jennifer	Bernardo	Parent	B.F. Norton School
Ms.	Donna	Carreiro	Principal	JJM Cumberland Hill Elementary
Mr.	Michael	Chandler	IT Director	Administration
Dr.	Lisa	Colwell	Director of Special Education	Administration
Ms.	Bethany	Coughlin	Assistant Principal	McCourt Middle School
Ms.	Liane	Czirjak	PTO Parent	North Cumberland Middle School
Dr.	Richard	Drolet	Principal	North Cumberland Middle School
Ms.	April	Edwards-Haupt	Parent/PTO President	Cumberland High School
Ms.	Karen	Freedman	PTO Parent	JJM Cumberland Hill Elementary
Ms.	Kathy	Gibney	Principal	Cumberland Preschool
Ms.	Roberta	Harnois	CTA Vice President	Cumberland School Department
Ms.	Nidia	Karbonik	Principal	Ashton School
Mr.	Brien	Keller	Assistant Principal	Cumberland High School
Dr.	Peter	Langton	Parent Representative	Cumberland School Department
Ms.	Paula	Maloney	Principal	B.F. Norton School
Ms.	Tina	Moran	PTO Parent	Garvin School
Ms.	Rosemary	Reilly-Chammat	Parent Representative	Cumberland School Department
Ms.	Cheri	Sacco	Principal	Community School
Mr.	Frederick	Schockaert	Deputy Director of Special Education	Administration
Ms.	Kim	Smolan	PTO Parent	Cumberland Preschool Center
Ms.	Linda	Teel	School Committee	Cumberland School Department
Dr.	Philip	Thornton	Superintendent of Schools	Cumberland School Department
Ms.	Donna	Zannelli	Assistant Principal	Cumberland High School

MISSION

The Cumberland School Department will prepare all students to become responsible, contributing members of a complex global society through a partnership with home and community.

A VISION FOR EDUCATION IN CUMBERLAND

The vision of Cumberland School Department is to support the educational development of the whole child through proven strategies and a guaranteed and viable curriculum. As a result, students are aware of their global community, are active civic participants and achieve proficiencies which allow them to make valuable life choices. Through high expectations and best practice, students are led by an academy of teachers, administrators and staff dedicated to academic excellence. We envision a learning community established and supported through collaboration among students, families, educators, and the community.

WE BELIEVE THAT:

- All people have inherent worth.
- Everyone is capable of learning.
- Learning is a lifelong process.
- One must change to grow.
- The ability to apply knowledge empowers all people.
- Challenge encourages people to recognize and improve their abilities and skills.
- Education is a shared responsibility of the student, school, home, and community.
- Schools share the responsibility to prepare children to be productive citizens, collaborative workers, and community contributors.
- Learning happens best in a safe, positive, and engaging environment.
- Excellence is worth the investment.

Outcomes

The Cumberland School District will:

- Be a model school District that is the school of choice for members of the Cumberland educational community
- Be a model District for data based decision making and application of research-based practices
- Be a standards based educational system with regard to curriculum (what we teach), instruction (how we teach), and assessment (how we measure student growth)
- Utilize technology to enhance learning and adapting to our students and teachers changing skill sets.

Strategy 1 – Leading the Focus on Learning and Achievement

Activity	Status Report	Person(s) Responsible	Timeline	Results(s)/Product(s) Expected	How will work be Evaluated?	How will work be Supported/Financed?
Develop Grade Level Priority Standards for Each Curriculum Area in Each Grade	Initial work under way across the District	Assistant Superintendent, Principals, Curriculum Area Leaders, Teachers	Spring 2012, 2012-2013 School Year	Teachers and students have clear picture of the big ideas in each grade level and each discipline that must be mastered to have success at the next grade level	AIMSWEB data, benchmark assessment results, local common assessments, teacher and student feedback	Operating Budget, PD Budget
Develop and Implement Concise RtI Protocol - RtI Leadership	Background laid per PPS	Assistant Superintendent, Principals	2012-2013 School Year	Clear expectations around the implementation of the RtI process	Completed RtI forms, teacher and principal feedback, student achievement	Title II, Operating Budget
Revision of HS Schedule	Discussions begun winter 2011	HS Principal, Teachers	Spring 2012 – draft of possible models	New HS schedule that is more effective and efficient at delivering instruction maximizing school day	Evaluations of implemented schedule	
High School NEASC Accreditation	Initial work 2011-2012	High School Principal, Teachers	NEASC visitation – Spring 2013	Align High School with educational best practices	NEASC report	Operating Budget
District Grading Policy	Focus group working over 2011-2012	Superintendent, Principals, Teachers, Parents, Community Members	Spring 2012 – Grading Policy to SC for review and adoption	Grading system focused on measuring what students know and can do	Review and possible revision to policy in 2013-2014 school year	PD Budget

Pilot Enrichment Programming		Director & Deputy Director of Special Education Assistant Superintendent	2012-2013 school year	Proposal for high-end learner pilot program starting in 2013-2014 school year	Feedback stakeholders (e.g. online survey, formal/informal interviews, etc.)	General Fund Grant opportunities? Possible reduction in charter school tuition line item?
Academic Proficiency Center (APC) Implementation	2012-2013 School Year	Assistant Superintendent, EL, MS and HS Principals, HS Dept Chairs, Teachers	Formalize plan for standardization of more time for students in need	More students to proficiency	AIMSWEB data, benchmark assessments, local assessments, student and parent feedback	Operating Budget
Saturday School Office of Children, Youth and Learning (OCYL) Partnership	2012-2013 School Year	Assistant Superintendent, EL, MS and HS Principals, HS dept chairs, teachers	Formalize plan for standardization of more time for students in need at OCYL	Students below proficiency in identified areas mandated to additional support program	AIMSWEB data, benchmark assessments, local assessments, student and parent feedback	Operating Budget
All Schools will Formalize Plan to Allocate Time for Data Teams	2012-2013 School Year	Work begun in schools – Winter 2012	Principals, Teachers	Regular routine of practice involving review of data and subsequent intervention to improve student achievement	Data team agendas, meeting notes, action plans developed from data team meetings.	Operating Budget

Add District-wide Data Team						
Addition of Curriculum Area Leaders (K-8)	2012-2013 school year	Assistant Superintendent	Begin fall 2012	Provide fidelity and continuous improvement with curriculum, instruction and assessment	Learning walks. Assistant Superintendent Curriculum leaders meeting minutes	Operating Budget
Development and Publication of District-wide Writing Rubrics at Each Level	Work underway in fall of 2011	Assistant Superintendent, ELA Curricula Area Leader, Principals, Teachers	Completed by June of 2012	Clear expectations on rubrics and models of proficient writing, by genre - proficiency	Completed work posted on website matrix	

Strategy 2 – Ensuring Equity and Adequacy of Fiscal and Human Resources

Activity	Status Report	Person(s) Responsible	Timeline	Results(s)/Product(s) Expected	How will work be Evaluated?	How will work be Supported/Financed?
Develop and Implement FDK Plan for Elementary Level	Initial draft of FDK plan December 2011	Superintendent, Asst PPS Director, Principals	Final plan to SC in March of 2012	All students in Cumberland having access to FDK	Operationalization of FDK plan	Operating Budget
Purchase and Implement Interactive Classroom Technology (Elmo)	Master lease work to be completes in Spring 2012	Business Manager, Technology Director	Summer 2012 Deployment	State of the art technology presentation platform for classrooms	Installation of Elmo stations completed in Summer of 2012	Master lease (I and II)
Purchase and Deploy white Boards for Classrooms	Pricing established Fall of 2011	Technology Director, Business Manager	Spring master lease 2012 – summer deployment	Modern, efficient presentation medium for classrooms	Installation of whiteboards	Master lease (II), Operating Budget
Revision and Updating of Policy Book	Policies on-line Fall 2011	Superintendent, School Committee	2012-2014 goal of updating all major polices in need	A CSD policy book that is in-line with best practices	New completed policy book	
I-Pad Pilot Program at Title I Schools	Winter 2011 pilot	Technology Director, School Principals	Spring 2012 assessment of initiative	More ready access of technology and information to students, better access of remedial supports to students	AIMSWEB data, benchmark assessments, local assessments, student and parent feedback	Title I

FCAP Funded	Spring 2012	Superintendent, Business Manager	Budget submission Spring 2012	Detailed multi-year plan to address capital projects in all school buildings in District	Adopted FCAP plan – funded FCAP plan	Town of Cumberland, Bond
2 Year Budget Plan and Forecast “Out year’s budget model”.	To begin in Spring of 2012	Business Manager, Superintendent	Summer 2012	Better preparedness around fiscal challenges and volatility of school funding	Production and delivery of balanced school budgets	
Create and Implement Personnel Management System	Summer 2012	HR Director, Technology Director, Business Manger	Rollout – Fall 2012	Efficient transparent system directory of all CSD employees	New Personnel management system on line in Fall of 2012	
Tech Capital Expense – On a Cycle	Winter 2012 process begun	Technology Director, Business Manager, Superintendent	To be completed Winter 2012	Long-term fiscally responsible solution to maintain technology assets in District	Established technology capital expense cycle in place	Operating Budget

Strategy 3 – Guiding the Selections and Implementation of Curriculum, Instruction, and Assessment

Activity	Status Report	Person(s) Responsible	Timeline	Results(s)/Product(s) Expected	How will work be Evaluated?	How will work be Supported/Financed?
K-8 Science (hands-on)	Identified as problem area Fall 2011	Superintendent, Assistant Superintendent	Winter 2012	Select and implement new hands-on science program – K-8	Implementation of new program, NECAP Science scores, local science assessments	Operating Budget
Develop, Implement, Standards Based Curriculum in All Instructional Areas	Work with Dana Center in math began in 2009	Assistant Superintendent, Principals, Teachers	Ongoing	Establish clear expectation in all learning areas Common Core Alignment	Results of common assessments, teacher feedback on instructional practice, NECAP results	PD Budget Operating Budget
Ensuring Equity in Curricula Offerings at All Schools	Area identified in Fall of 2011	Assistant Superintendent	Ongoing	Transparent measurable articulation of educational offerings at all CSD schools	Evaluation of curriculum, instruction, and assessment at all levels	
Textbooks Master Plan	Middle School math texts identified in Winter of 2012	Assistant Superintendent, Principals, Math Department Chair, Math Teachers	Winter 2012 make recommendation	Selection and purchase of new MS math series	Implementation of new series	Operating Budget
K-12 Common Planning Time	Winter 2012 District-wide conversation	Superintendent, NEA leadership, Administration, Teachers	Fall 2012 plan in place for CPT at all levels	Teachers afforded multiple opportunities CPT both vertically and horizontally	CPT schedules in place at all levels	Operating Budget

Strategy 4 – Recruiting, Supporting and Retaining Highly Qualified Personnel

Activity	Status Report	Person(s) Responsible	Timeline	Results(s)/Product(s) Expected	How will work be Evaluated?	How will work be Supported/Financed?
Full Implementation of New Evaluation Tool	2012-2013 School Year	Superintendent, Principals, Teachers	Fall 2012	Full implementation of new state-wide teacher evaluation tool	Examination of completed teacher evaluation artifacts and formal evaluations	Operating Budget, RTT Funds
Implementation of ICSE Evaluation Tool	Spring 2012	Superintendent, Principals, ICSE Staff	Rollout – Spring 2012	All ICSE staff to receive an evaluation of their performance	Examination of completed evaluations	Operating Budget
Create and Implement School Calendar that Calls for Quarterly PD Days Vertical and Horizontal artic.	Work to commence in Winter of 2012	Superintendent, NEA leadership, School Committee	To be completed, winter 2012	School calendar created that provides necessary professional development to improve teacher instructional practice and student achievement	Calendar approved that affords quarterly PD for the District	
District PD Support Financial	Initial discussions for winter of 2012	Superintendent	Winter 2013	Professional development budget created to advance instructional practice and student achievement	PD Budget in place	Operating Budget
Math Specialists	2012-2013	Superintendent, Business Manager, Principals	Spring 2012 budget submission	Tier III math intervention designed to meet needs of students	Regular data review of Tier II students math progress	Operating Budget

Strategy 5 – Using Information for Planning and Accountability

Activity	Status Report	Person(s) Responsible	Timeline	Results(s)/Product(s) Expected	How will work be Evaluated?	How will work be Supported/Financed?
Integrate Data Systems to Increase Efficiency and Effectiveness	Initial implementation of local software is installed. (Aspen) Additional phases will include the State Informational Management System (IMS)	IT Department, Assistant Superintendent, Principals, Data Teams	Ongoing	The systems should provide timely and relevant information that would allow the schools to make better data driven decisions. These systems should also reduce the amount of duplicated work that needs processing.	Data Team monitoring with suggestions as additional data is needed	Operating Budget, Initial Years of Race to the Top (RTTT) Funds
EL Level in place, MS First Assessment Completed	AIMSWEB full implementation	Assistant Superintendent, Principals, Teachers	2012-2013 School Year	Formative assessment tool K-8 – systemic measure of student progress in ELA and math	AIMSWEB data examination	Operating Budget
MS/HS progress monitor tool needed		Middle/ Secondary Principals Assistant Superintendent	2012-2013 School Year Summer 2013	Secondary Schools will research and select an progress monitoring tools for benchmarking student achievement in literacy and math Provide professional development in the use of progress monitoring systems	on-going communication with stakeholders/ selection of a benchmarking tool Completion of PD	General Fund General Fund

Strategy 6 – Engaging Families and the Community

Activity	Status Report	Person(s) Responsible	Timeline	Results(s)/Product(s) Expected	How will work be Evaluated?	How will work be Supported/Financed?
Establish Newsletter on District Website/ Mailing/ Insert	New proposal	Superintendent	Summer 2012	Foster better communication with CSD community, update community on progress of schools	Production of newsletter	Operating Budget
Develop and Implement K-5 Standards Based Report Card	Work begun in Fall of 2011	Assistant Superintendent, Principals, teachers	Fall 2012	Report card focused on the measurement of what students know and are able to do	Implementation of new report card in 2012	PD Budget
Develop and Implement New Secondary Report Card	Work begun in grading team – Fall 2011	Superintendent, Principals, Teachers, Community	Fall 2013	Report card focused on the measurement of what students know and are able to do	Implementation of new report card in 2013	PD Budget
Superintendent and Leadership Visits in Community	Begun in Fall of 2011	Superintendent	Ongoing	Better communication with CSD community		

Strategy 7 – Ensuring Safe and Supportive Environments for Students

Activity	Status Report	Person(s) Responsible	Timeline	Results(s)/Product(s) Expected	How will work be Evaluated?	How will work be Supported/Financed?
HS Security/ Truancy	New model proposed Fall 2011	HR Director, HS Principal	Winter 2013	New delivery system for identified areas	Implementation of plan	Operating Budget
Enhance Internet Filtering to Optimize Educational Sites	Initial movement to changing filtering protocols Fall of 2011	Technology Director	Ongoing	More access to educational information on web	More access ...	
PBIS		PBIS Coordinator, PPS Director	2011-2012 School Year	PBIS systems will support student behavior through defining, teaching, and acknowledging expectations with a consistent response by all adults to unexpected behaviors	SWIS DATA SET Evaluation	General Fund
			2012-2014 School Year (Across all schools)	School-wide behavioral data will be analyzed and shared with school staff monthly and evidenced based interventions will be implemented and monitored every four weeks	SWIS DATA Faculty Meeting Agendas	General Fund
				Individual student data for	SWIS DATA	

			2014-2015 School Year	<p>students at risk or in need of individualized support will be analyzed at weekly Target Team meetings</p> <p>Fidelity of all PBIS systems will be implemented by all staff in all settings (classroom/non-classroom) and demonstrated by positive adult/student interactions and supervision in the classrooms and hallways</p> <p>A social Skills curriculum will be researched and identified so that it can be taught in all classrooms PK-12 to proactively address social/behavior expectations and problem-solving in order to maximize student achievement</p>	<p>CICO DATA</p> <p>SWIS DATA SET Evaluation PBIS Coordinator Leadership</p> <p>Evaluation and identification of a social skills curriculum for grades PK-12</p>	<p>General Fund</p> <p>General Fund</p> <p>General Fund</p>
Strategic Plan Progress Report	Yearly - March	Superintendent	Yearly	Transparency around District progress in focus areas, modification of plan yearly as needed	Yearly update held	