



To: RSU 23 School Board
From: Strategic Planning Committee
Re: Mission Statement and Strategic Plan

The strategic planning committee respectfully submits the following mission statement and strategic plan for your approval. The committee has met monthly since October 2017 and was guided by the essential question: ***How do we become a mission driven organization?***

Our process included brainstorming current strengths and weaknesses, reviewing strategic plans from other districts, crafting language for a mission statement, creating categories of action and developing SMART goals for each of these categories. Our committee consisted of administration, teaching staff, parents, students, community and school board members.

The action categories identified by the group were as follows:

- Curriculum/Instruction/Assessment
- Community Connections
- Physical Plant
- Individualization & Support (social/emotional)
- Supporting Parents in Education
- Professional Development

As a committee, we recognize will also need to set up a regular meeting (every six months?) to monitor progress on our goals.

RSU 23 Mission Statement:

RSU 23 will provide a high quality education for all students. We will meet all learners as they are, and inspire and support them until they experience success. We will prepare passionate, empathetic, goal-driven members of a society who can embrace change.



Curriculum, Instruction & Assessment

Goal: Curricular Coherence

Action	Local Leadership Support	Funding Source	Time Frame	Result Status: B=beginning D=developing A= achieved	Evidence of Progress
A well-defined scope and sequence document	<ul style="list-style-type: none"> • Superintendent • School Board • Director of Instruction • Teachers 	Budget	Summer 2018	D Summer 2018	Draft documents being written during SY 2017-2018
Understanding of and buy in of scope and sequence document by teachers	<ul style="list-style-type: none"> • Superintendent • Director of Instruction • Building Level Administrators • Teachers 	Budget	SY 2019-20	B	Staff will use document created during the 2017-2018 SY
A high degree of implementation of the curriculum defined by the scope and sequence document	<ul style="list-style-type: none"> • Superintendent • Director of Instruction • Building level Administrators • Teachers 	Budget	SY 2018-2019 and beyond	B	<ul style="list-style-type: none"> • Course syllabi and assessments tied to standards • Increased level of student achievement as indicated on a range of assessments



Goal : Within 3 years, create a culture of reflective practitioners, wherein teachers reflect individually and with colleagues on the effectiveness of their instructional practices, and develop the habit of reflection in their students.

Action	Local Leadership Support	Funding Source	Time Frame	Result Status: B=beginning D=developing A= achieved	Evidence of Progress
Increase the percent of teachers who adopt reflective practice	<ul style="list-style-type: none"> ● Superintendent ● Director of Instruction ● Building level Administrators ● Teachers 	Budget	Three years	B	<ul style="list-style-type: none"> ● Will administer a survey to acquire baseline data ● Will see a percent increase of teachers and students who adopt these practices over three years
Record changes of instructional practice as a result of reflection	Building level Administrators	Budget	Three years	B	<ul style="list-style-type: none"> ● Increase in scores on CLASS rubric (k-5 teachers) ● Increase in scores on Marshall Rubrics
Increase the percent of students who adopt reflective practice	<ul style="list-style-type: none"> ● Building level Administrators ● Teachers 	Budget	Three years	B	Increase in percent of students who define themselves as reflective learners through tools including but not limited to portfolios, exit exhibitions, student-led conferences





Community Connections

Goal: Create opportunities for student learning and home-school communication through community engagement

Action	Local Leadership Support	Funding Source	Time Frame	Result Status: B=beginning D=developing A= achieved	Evidence of Progress
<p>Generate a warehouse of businesses and community liaisons as contacts for community engagement projects</p>	<ul style="list-style-type: none"> • RSU 23 Instructional Leaders • Teachers • OOB Town Leaders • Parents • Community Members 	NA	SY 2018-2019	B	Working list of businesses and contacts accessible to RSU 23 instructional staff
<p>Implement home-school communication in a variety of ways to support student learning and family involvement</p>	<ul style="list-style-type: none"> • RSU 23 instructional leaders • RSU 23 teachers 	NA	SY 2018-2019	D	<p>Consistent home-school communication shared around teaching and learning topics</p> <p>Examples:</p> <ul style="list-style-type: none"> • District/ school based websites • Power announcements • School and classroom newsletters • Principals' memos • School- based events • Recordings of lessons • Parent feedback surveys • Parent University



Individualization and Supports (social/emotional)

Goal: Students will be able to achieve at higher levels through individualized supports with the intent to decrease such support as their independence grows.

Action	Local Leadership Support	Funding Source	Time Frame	Result Status: B=beginning D=developing A= achieved	Evidence of Progress
Support leadership for social emotional learning at each school	<ul style="list-style-type: none"> • Superintendent • Building Administrators • Student Services 	Local	Fall 2017-spring 2019	D	Staff in all three schools are well-prepared to facilitate developmentally appropriate social/emotional teaching and learning
Provide ongoing training of staff in regards to social/emotional learning	<ul style="list-style-type: none"> • Superintendent • Building Administrators • Student Services 	Title 1, Local	Fall 2017-spring 2019	D	All necessary professional development opportunities are planned and budgeted
Create assessments and rubrics to assess these social/emotional learning targets, or Guiding Principles, at each grade level, at each grading period	<ul style="list-style-type: none"> • Student Services • Teachers 	Local	Fall 2017-Fall 2018	D	All RSU 23 report cards will reflect the Guiding Principles, assessed individually for every student
Communicate about social/emotional learning with staff and families	<ul style="list-style-type: none"> • Superintendent • Building Administrators • Student Services 	Title 1, Local	Fall 2017-spring 2019	D	Our RSU 23 community will receive frequent communication to help understand the social/ emotional learning we provide to students
Educate parents about the value of social /emotional learning	<ul style="list-style-type: none"> • Superintendent • Building Administrators • Student Services 	local, Title 1	Fall 2017-spring 2019	B	Our RSU 23 community will understand why we engage in social/emotional learning with our students and what the benefits are of



					this work
Evaluate the district's progress in teaching social/emotional learning according to the Maine Learning Results Guiding Principles Standards	<ul style="list-style-type: none"> • Superintendent • Building Administrators 	local	Fall 2017-spring 2019	B	Our RSU 23 Schools will be leaders in providing high quality social/emotional learning for all of our students



Professional Development

Goal: Develop a culture of continuous improvement and reflective practice

Actions	Local Leadership Support	Funding Source	Time Frame	Result Status B=beginning D=developing A =achieved	Evidence of Progress
Annual alignment of Professional Development opportunities to meet RSU 23 district goals	<ul style="list-style-type: none"> • Director of Instruction • Building Administrators 	Local	Annually beginning fall 2018	D	Yearly professional development roadmap
Utilize survey data to assess district needs and develop relevant professional development opportunities to meet the needs of all staff	<ul style="list-style-type: none"> • Director of Instruction • Building Administrators • Leadership Team • Faculty 	Local	Annually beginning fall 2018	D	Google Survey
Develop a process or system to provide staff opportunities to request or communicate arising needs for professional development	<ul style="list-style-type: none"> • Director of Instruction • Building Administrators • Leadership Team 	Local	SY 2018-2019	B	<ul style="list-style-type: none"> • Google Form • Content Meetings • Grade Level Meetings • Team Leaders and HS Leadership
Create and maintain web-based platform to inform staff of upcoming professional development opportunities and resources (both video and text)	<ul style="list-style-type: none"> • Building Administrators • Tech Department • Library Staff 	Local	SY 2018-2019	B	Accessible website or link



Facilities/Physical Plant

Goal: The district schools will provide educational facilities that support the implementation of the school system’s curriculum, instruction and operation plans.

Objective #1 Result: The district will (through either state or local funding) renovate or construct new schools that meet the needs of the 21st century learner and attracts new families to our community.

Action	Local Leadership Support	Funding Source	Time Frame	Result Status: B=beginning D=developing A= achieved	Evidence of Progress
Application for state funding	<ul style="list-style-type: none"> • Building Administrators • Harriman Associates • Facilities Director 	Local	Spring 2017-Spring 2018	A	Application submitted to the State in April of 2017
Development of a district building committee	<ul style="list-style-type: none"> • Superintendent • Building Administrators • Facilities Director • Town Council • Town Manager • Community Leaders 	Local	Fall 2017 - Present	D	Committee created in Fall of 2016
Analyzing different construction funding options and costs	District Building Committee	Local	Spring 2017 - Fall 2019	D	Data and reports collected of all possible construction or renovation options
Creating community dialogue about options	<ul style="list-style-type: none"> • District Building Committee • Community Stakeholders 	Local	Spring 2018 - Fall 2019	D	Holding several local public forums/meetings so stakeholders can voice their wishes and opinions
Making a final decision regarding the future of our facilities	Community Stakeholders through referendum vote	Local	Fall 2019	D	Holding a referendum in Fall of 2019
Beginning of Construction (pending referendum outcome)	Community Stakeholders and winner of contract bid (pending referendum outcome)	Local/State	TDB - 2020	D	Begin construction (pending referendum outcome)

