



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 March 2023. Our process included crafting language for a Mission Statement, editing 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
- Social Emotional Learning
- Professional Development
- Supporting Parents in Education
- Facilities/Physical Plant

**RSU 23 Mission Statement:**

RSU 23 will provide an inclusive and equitable learning environment where all students can develop their problem-solving and critical thinking skills. We will meet all learners as they are, and inspire, instruct, and support them until they experience success. Upon graduation, RSU 23 students will be resilient, responsible, empathetic, accepting, hard-working, future-oriented members of a global society who can apply their skills and knowledge to enact positive change.



## **Curriculum, Instruction & Assessment**

### **Goal: Curricular Coherence**

<b>Action</b>	<b>Local Leadership Support</b>	<b>Funding Source</b>	<b>Time Frame</b>	<b>Result Status: B=beginning D=developing A= achieved</b>	<b>Evidence of Progress</b>
<b>Review and Refine the scope and sequence document</b>	<ul style="list-style-type: none"> <li>• Assistant Superintendent</li> <li>• School Board</li> <li>• Building Principal</li> <li>• Teachers</li> </ul>	Budget	Summer 2025	D	<p>Curriculum Committee meetings held</p> <p>Professional Learning Community meetings held</p>
<b>A high degree of Implementation of scope and sequence document by staff</b>	<ul style="list-style-type: none"> <li>• Superintendent</li> <li>• Building Level Administrators</li> <li>• Teachers</li> </ul>	Budget	Fall of 2026	B	Staff know about and refer to the scope and sequence document for planning purposes.
<b>Align scope and sequence to reports of progress</b>	<ul style="list-style-type: none"> <li>• Assistant Superintendent</li> <li>• Building Level Administrators</li> <li>• Teachers</li> </ul>		Summer 2026	D	Updated reporting systems
<b>Assessments aligned to standards</b>	<ul style="list-style-type: none"> <li>• Assistant Superintendent</li> <li>• Building Level Administrators</li> <li>• Teachers</li> </ul>	Budget	Spring 2028	B	Standards aligned, assessment bank created
<b>Create a forward facing public document introducing the scope and sequence as well as a cover sheet for each grade level/content area explaining implementation.</b>	<ul style="list-style-type: none"> <li>• Teachers</li> <li>• Technology Director</li> <li>• Superintendent</li> </ul>	Budget	Summer of 2025	B	<ul style="list-style-type: none"> <li>• Elementary Benchmarks</li> <li>• Middle School course descriptions</li> <li>• High School Program of Studies</li> </ul>



**Goal : Continuous Improvement of Instructional Practices**

Action	Local Leadership Support	Funding Source	Time Frame	Result Status: B=beginning D=developing A= achieved	Evidence of Progress
<b>Improve instructional practices through Internal professional development</b>	<ul style="list-style-type: none"> <li>● Assistant Superintendent</li> <li>● Building Administration</li> </ul>	Budget/Title funds	Ongoing	D	Support time with peers to review and visit best practices  Identify and develop internal instructional leaders to promote the action step.
<b>Increase staff use of evidence based High Impact Instructional Strategies</b>	<ul style="list-style-type: none"> <li>● Assistant Superintendent</li> <li>● Building administration</li> <li>● Teachers</li> <li>● Ed techs</li> </ul>	Budget	Ongoing	D	Teachers will track use of high impact instructional strategies.
<b>Improve instructional practices through external professional development</b>	<ul style="list-style-type: none"> <li>● Superintendent</li> <li>● Assistant Superintendent</li> <li>● Building Administration</li> <li>● Teachers</li> <li>● Ed techs</li> </ul>	Budget Title funding	Ongoing	B	Provide opportunities for staff to attend PD opportunities within a certification cycle.  Webinars/Conferences/Out of district visits.
<b>Continue to explore effective strategies for teaching diverse learners</b>	<ul style="list-style-type: none"> <li>● Superintendent</li> <li>● Assistant Superintendent</li> <li>● Building Administration</li> <li>● Teachers</li> <li>● Ed techs</li> </ul>	Budget	Ongoing	B	Structured collaboration between teachers and specialists Intentional professional development opportunities with implementation documented



## Community Connections

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

Action	Local Leadership Support	Funding Source	Time Frame	Result Status: B=beginning D=developing A= achieved	Evidence of Progress
<p><b>Continue to generate and build partnerships with local businesses and resources as contacts for community engagement and support for all district stakeholders</b></p>	<ul style="list-style-type: none"> <li>● RSU 23 Instructional Leaders</li> <li>● Teachers</li> <li>● OOB Town Leaders</li> <li>● Parents</li> <li>● Community Members</li> </ul>	NA	Ongoing	D	<p>Working list of businesses and contacts accessible to RSU 23 administrative and instructional staff Continued connection with the Conservation Commission, OOB 365 Continued Senior Internship placements UNE internships</p>
<p><b>Implement home-school communication in a variety of ways to support student learning and family involvement</b></p>	<ul style="list-style-type: none"> <li>● RSU 23 instructional leaders</li> <li>● RSU 23 teachers</li> </ul>	NA	Ongoing	D	<p>Consistent home-school communication shared around teaching and learning topics <b>Examples:</b></p> <ul style="list-style-type: none"> <li>● District/ school based websites</li> <li>● Power School announcements</li> <li>● School and classroom newsletters</li> <li>● Principals' memos</li> <li>● School- based events</li> <li>● Recordings of lessons</li> <li>● Parent feedback surveys</li> <li>● Translation and interpretation in dominant languages of all district documents that are sent to families</li> </ul>



<p><b>Provide parent support for community resources as needed</b></p>	<ul style="list-style-type: none"> <li>● RSU 23 Instructional Leaders</li> <li>● RSU 23 guidance department</li> <li>● RSU 23 Adult Education</li> <li>● Parents</li> <li>● Community Members</li> </ul>	<p>NA</p>	<p>Ongoing</p>	<p>B</p>	<p>Meet parents where they're at and help make Connections with programs and support as needed</p> <p><b>Examples:</b></p> <ul style="list-style-type: none"> <li>● Adult education classes</li> <li>● Substitute teaching training</li> <li>● English classes for our new Maine residents</li> </ul>
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## **Social Emotional Learning**

**Goal: Students will experience success in social emotional skills by independently implementing learned strategies in authentic situations.**

<b>Action</b>	<b>Local Leadership Support</b>	<b>Funding Source</b>	<b>Time Frame</b>	<b>Result Status: B=beginning D=developin g A= achieved</b>	<b>Evidence of Progress</b>
<b>Annual Social Emotional Curriculum Survey throughout District</b>	<ul style="list-style-type: none"> <li>• Student Services</li> </ul>	Budget	Ongoing	B	Creation of survey and data collection
<b>Analyzing Survey</b>	<ul style="list-style-type: none"> <li>• Building Administrators</li> </ul>	Budget	Ongoing	B	Trends, Patterns, Celebrations in Data Collection
<b>Provide ongoing training of staff in regards to equitable and age appropriate social/emotional learning practices</b>	<ul style="list-style-type: none"> <li>• Superintendent</li> <li>• Assistant Superintendent</li> <li>• Building Administrators</li> <li>• Student Services</li> </ul>	Title 1, Budget	Ongoing	D	All necessary professional development opportunities are planned and budgeted
<b>Create ways to assess social emotional growth of students at each grade level based on Guiding Principles (i.e. rubrics)</b>	<ul style="list-style-type: none"> <li>• Student Services</li> <li>• Teachers</li> </ul>	Budget	Ongoing	D	All RSU 23 report cards will reflect the Guiding Principles, assessed through scores or comments
<b>Communicate about social/emotional learning with staff and families</b>	<ul style="list-style-type: none"> <li>• Superintendent</li> <li>• Assistant Superintendent</li> <li>• Building Administrators</li> <li>• Student Services</li> </ul>	Title 1, Budget	Ongoing	D	Our RSU 23 community will receive frequent communication to help understand the social/emotional learning we provide to students
<b>Inform families about the value of social /emotional learning strategies to implement at home</b>	<ul style="list-style-type: none"> <li>• Superintendent</li> <li>• Assistant Superintendent</li> <li>• Building Administrators</li> </ul>	Budget, Title 1	Ongoing	B	Our RSU 23 community will be informed why we engage in social/emotional



	<ul style="list-style-type: none"> <li>• Student Services</li> </ul>				<p>learning with our students and what the benefits are of this work</p> <p>Family Attendance at events (open house etc.)</p> <p>Surveys</p> <p>Weekly communications</p>
<p><b>Annual reflection of the district's progress in teaching social/emotional learning according to the Maine Learning Results Guiding Principles Standards</b></p>	<ul style="list-style-type: none"> <li>• Superintendent</li> <li>• Assistant Superintendent</li> <li>• Building Administrators</li> </ul>	Budget	Ongoing	B	<p>Our RSU 23 Schools will be leaders in providing equitable and responsive social/emotional learning for all of our students</p>



## Professional Development

**Goal: Maintain a culture of continuous, inclusive and innovative professional learning and reflective practice.**

<b>Actions</b>	<b>Local Leadership Support</b>	<b>Funding Source</b>	<b>Time Frame</b>	<b>Result Status B=beginning D=developing A =achieved</b>	<b>Evidence of Progress</b>
<b>Annual alignment of Professional Development opportunities to meet RSU 23 district goals</b>	<ul style="list-style-type: none"> <li>• District Administration</li> <li>• Building Administrators</li> <li>• Teacher involvement</li> </ul>	Budget	ongoing	D	<ul style="list-style-type: none"> <li>• Yearly professional development roadmap</li> </ul>
<b>Develop a process or system to provide staff opportunities to request or communicate arising needs for professional development</b>	<ul style="list-style-type: none"> <li>• District administration</li> <li>• Building Administrators</li> <li>• Leadership Team</li> <li>• Teacher Representation</li> </ul>	Budget	ongoing	B	<ul style="list-style-type: none"> <li>• Google Form</li> <li>• Grade Level Meetings</li> <li>• Team Leaders and HS Leadership</li> <li>• PLC Work</li> <li>• Virtual PD Building Based Bulletin Board</li> <li>• Staff share-out of learned strategies</li> </ul>
<b>Provide wellness opportunities for staff through professional development to encourage healthy mindsets and self-care</b>	<ul style="list-style-type: none"> <li>• District administration</li> <li>• Building Administrators</li> <li>• Leadership Team</li> <li>• Staff Wellness Team</li> <li>• Outside Professionals</li> </ul>	Budget	ongoing	D	<ul style="list-style-type: none"> <li>• Staff Olympic Days Fall and Spring</li> <li>• Virgin Pulse District Healthy Competition</li> </ul>
<b>Offer consistent possibilities for staff to join professional organizations outside the district to increase awareness of</b>	<ul style="list-style-type: none"> <li>• District administration</li> <li>• Building Administrators</li> <li>• District Educators</li> <li>• State Educators</li> </ul>	Budget	ongoing	B	<ul style="list-style-type: none"> <li>• List of active memberships</li> </ul>





<b>best education practices and strengthen connections.</b>					
<b>Encourage student involvement in professional teacher workshops to embolden student voice, leadership, and problem-solving skills, and also broaden educator perspectives on the school climate, student concerns and initiative effectiveness.</b>	<ul style="list-style-type: none"> <li>● District Administration</li> <li>● Building Administrators</li> <li>● Building Educators</li> <li>● Student Council</li> <li>● Student Leadership Team</li> <li>● Student Civil Rights Team</li> </ul>	Local	ongoing	B	<ul style="list-style-type: none"> <li>● Recruit diverse student representatives to participate and facilitate staff PD and showcase their interests and work.</li> <li>● Students assist in problem-solving collaboration.</li> <li>● Student involvement is a common practice in staff development and activities.</li> </ul>



## **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.

<b>Action</b>	<b>Local Leadership Support</b>	<b>Funding Source</b>	<b>Time Frame</b>	<b>Result Status: B=beginning D=developing A= achieved</b>	<b>Evidence of Progress</b>
Application for state funding	<ul style="list-style-type: none"> <li>• Building Administrators</li> <li>• Selected Engineering Firm</li> <li>• Facilities Director</li> </ul>	Budget	2024-2025	B	<ul style="list-style-type: none"> <li>• Application submitted to the State before deadline</li> </ul>
Continue ongoing work of the district building committee	<ul style="list-style-type: none"> <li>• Superintendent</li> <li>• Building Administrators</li> <li>• Facilities Director</li> <li>• Town Council</li> <li>• Town Manager</li> <li>• Community Leaders</li> </ul>	Budget	Ongoing	D	<ul style="list-style-type: none"> <li>• Monthly meetings</li> </ul>
Analyzing different construction funding options and costs for facilities projects	<ul style="list-style-type: none"> <li>• District Building Committee</li> <li>• Finance Committee</li> <li>• RSU23 School Board</li> </ul>	Budget	Ongoing	D	<ul style="list-style-type: none"> <li>• Data and reports collected of all possible construction or renovation options, with pricing information</li> </ul>
Continue dialogue regarding the future of our facilities	<ul style="list-style-type: none"> <li>• All RSU 23 Stakeholders</li> </ul>	Local or State	Ongoing	D	<ul style="list-style-type: none"> <li>• Regular meetings among stakeholders</li> </ul>
Update RSU23 facilities to move towards becoming Americans with Disabilities Act compliant	<ul style="list-style-type: none"> <li>• Facilities Director</li> <li>• Building Committee</li> <li>• Special Education Staff</li> <li>• Building Principals</li> </ul>	Local or State	Ongoing	B	<ul style="list-style-type: none"> <li>• Facilities upgrades that are Americans with Disabilities Act compliant</li> </ul>

