

Regional School Unit 24

STRATEGIC PLAN

2014-2019

A plan to chart future direction for our schools:

- *Cave Hill School*
- *Ella Lewis School*
- *Mountain View School*
- *Peninsula School*
- *Sumner Memorial High School*
- *Regional School Unit 24 Adult Education*



Regional School Unit 24

STRATEGIC PLAN

2014-2019

Regional School Unit 24 has adopted the following Strategic Plan to shape the district's work over the next five years. The leaders of Regional School Unit 24 set out to develop a plan that would guide the district towards our mission to educate students to be engaged, competent, life-long learners by ensuring opportunities to attain excellence. At a time when our schools are undergoing significant change, this plan will assure that all departments and resources are aligned and working toward common goals.

The Regional School Unit 24 Strategic Plan will guide the future direction of the district. The process began when the RSU Board appointed a committee to design a process for gathering information and preparing the plan. In the summer of 2013 the district leadership met for several days to review our progress as a district and discuss present and future goals. Shortly after the RSU Board met with district leadership to share ideas and begin formulating a framework for the plan. The first undertaking was to conduct community and student forums to gather information, perceptions and suggestions regarding our schools.

In January 2014 community forums were held at each of our four elementary schools. More than two hundred citizens, parents and staff members shared their thoughts and concerns about our schools. In addition, a student forum engaged forty middle level and high school

students gathering the students' perspective on their education and ways we can improve the RSU 24 schools.

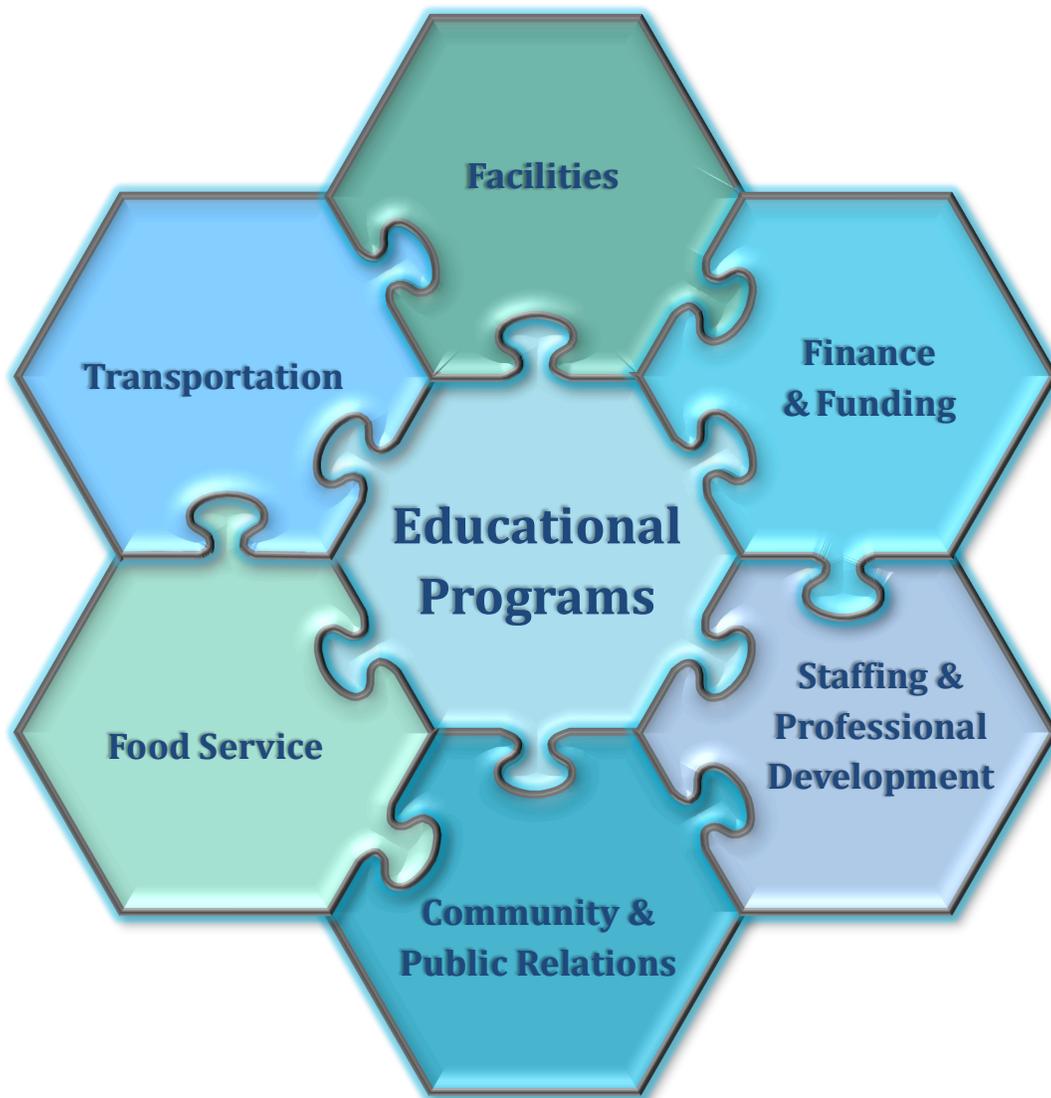
Following the forums, the Strategic Planning Committee reviewed and collated all information generated at the community forums. Comments and suggestions were grouped and collapsed to create the plan. The Board published a document summarizing the information gathered and distributed this in the schools and in our communities.

The administrative team once more reviewed this work and began to draft a plan. In workshop settings during the fall of 2014, Board members and administration met to carefully review and decide upon the components of our long-range plan. Short-term goals for the 2014-2015 school year were also delineated.

The plan that follows is intended to be dynamic and annual reviews will, undoubtedly, lead to refinement and revision. Nonetheless, this strategic plan provides a basis for annual goals, budget priorities and dedication of resources. It is a blueprint for continuous improvement and promises to deliver high quality education to each of our students.

Many thanks to the staff, students and community members who gave time to this planning process. This is a District Strategic Plan reflective of all stakeholders due in large part to their efforts.

A blueprint for the future of our schools . . .



STRATEGIC PLAN

2014-2019

*Adopted by the RSU 24 Board of Directors
December 16, 2014*

Mission:

Educating students to be engaged, competent, life-long learners by ensuring opportunities to attain excellence.

Vision:

Our School Climate and Culture includes

- An environment that supports the physical and emotional health of all students and staff
- State-of-the-art facilities that are inviting and conducive to learning
- Support for students to meet academic and behavioral expectations that are clearly communicated and consistently enforced
- Caring and trusting relationships where differences are respected
- Visible recognition and celebration of success

Our High Expectations of Teaching and Learning are demonstrated by

- Common, rigorous and viable curriculum that meets the need of all students
- High quality teachers who inspire students, use data to inform instruction and continuously improve their craft
- Learning environments that challenge and promote high academic and behavioral standards for all
- An accountability system that is data driven and provides evaluative measures of teacher and student performance
- Providing multiple pathways to achieve mastery of standards and basic life skills

Our Collaboration with our Communities is demonstrated through

- All stakeholders - parents, students, staff, community and board - consistently work together and share resources to attain common goals
- Recognition that the RSU includes both the larger community and local schools with individual strengths, all of which benefit from each other
- Utilization of community resources RSU-wide including community agencies and students themselves
- An awareness that schools need the community as much as the community needs the schools
- Frequent, open, sustained communication with all stakeholders of the RSU

EDUCATIONAL PROGRAMS

Vision:

- RSU 24 maintains rigorous comprehensive programs that promote citizenship as well as college and career readiness
- Personalized, engaging and challenging instruction integrates best practices to ensure students meet standards

Indicators:

- Proficiency-based programming and assessments connect students to real world learning
- Professional ownership of and accountability to district core beliefs regarding teaching and learning
- Program and resource decisions are well-planned and responsive to student needs
- Individual learning plans (ILP) for all students with learner involvement in the process
- Expanded cultural offerings and opportunities ensure our students meet diploma requirements in all areas

STAFFING & PROFESSIONAL DEVELOPMENT

Vision

- All staff embraces the culture of being life-long learners and a common belief system to enrich their own growth and the growth of their students
- RSU 24 is committed to a competitive recruitment, hiring and staffing plan

Indicators:

- Progressive evaluation tool that gauges employee and educator effectiveness
- Standards-based Professional Development approach
- New methods for any time and anywhere training responsive to individual staff needs
- Retention of staff through mentoring and support
- Commitment versus compliance to district initiatives to maximize learning and realize our investment in instructional programs
- Competitive salaries and benefits packages for all
- Recruit, train and adequately compensate substitute workers
- Optimal teaching environment and optimal student learning supported by highly qualified and specialized teachers/staff across all grades

FOOD SERVICE

Vision:

- All students are provided appetizing nutritional meals in a state-of-the-art food preparation and dining facility

Indicators:

- Students will have a choice of a variety of nutritious foods, that they will want to eat
- Students will participate in planning, growing and harvesting foods
- Well trained food service staff who prepare more nutritious food from scratch
- Kitchens will use the latest technology to cook foods and retain nutritional value
- Utilize a 'farm to school' perspective whenever possible
- Operate an integrated food and educational summer program
- Partner with local agencies and the community to help sustain the school garden programs

FINANCE & FUNDING

Vision:

- RSU 24 funding and finance decisions are based on learner needs

Indicators:

- Advocacy at the state level for fair funding practices
- Both a zero-based budget for standard and customary items and a flexible "learner needs" budget
- Develop understanding of funding, finance expertise and transparency across stakeholders
- Continue to build a stable financial capacity (balances, reserves, escrows, assets)
- Plan replacement cycles for everything (computers, buses, renovations, curriculum, materials)
- Incorporate green practices with carbon offsets
- Investigate the feasibility of a grant writer/administrator

TRANSPORTATION

Vision:

- All students will be transported to and from school in a safe, timely, and efficient manner

Indicators:

- Equip all buses with operational surveillance devices
- Driver education programs regarding student needs and safety
- Introduce software to improve routing efficiency and ensure timely arrival of all students
- Have GPS operational on all buses
- Improve the communication system and central dispatch
- Teach all students appropriate bus behavior (PBIS) and implement uniform discipline protocols
- All buses will be owned by RSU 24 and all drivers will be RSU 24 employees
- Reduce Special Education transportation through the use of adult monitors
- Utilization of fuel efficient and 'green' buses
- Separate buses for different age levels

FACILITIES

Vision:

- RSU 24 operates state-of-art facilities that are worthy of our students and provide them with a safe and optimal learning environment

Indicators:

- Proactive plan for improvement and maintenance of all facilities
- Implement security structures and systems for building access and monitoring
- Plan for housing district-wide services
- Closer collaboration between facilities personnel and building administrators
- Equitable and sufficient maintenance staff in each school
- Access to sufficient space for technology, lab facilities, parking, etc.
- Research and explore optimal facilities structure for future student enrollment

COMMUNITY & PUBLIC RELATIONS

Vision:

- RSU 24 will maintain district-wide communication to provide opportunities for community awareness, understanding, involvement and support

Indicators:

- Increased attendance of community members at school functions
- User friendly communication for our public
- Increased access to media presence (Facebook likes, Website views, etc.)
- Increased volunteerism and partnership with community businesses and organizations

ACTION GOALS 2014-2015

EDUCATIONAL PROGRAMS

1. Develop and implement the Educator Effectiveness System district-wide
2. Develop a common protocol for Individual Learning Plans, K-12
3. Create district-wide performance indicators and promotion standards that align with graduation requirements
4. Utilize a proficiency-based monitoring and reporting system

STAFFING & PROFESSIONAL DEVELOPMENT

1. Full implementation and commitment to district approved programming and methods
2. Review and update substitute pay to attract an adequate pool of substitutes
3. Research effective practices to help retain current employees
4. Select and begin to utilize a new evaluation tool for teachers and principals
5. Identify training needs for individual staff members and formulate plans

TRANSPORTATION

1. Video surveillance operational on all buses
2. Implement GPS and routing software to improve efficiency
3. Conduct driver education regarding student needs and safety
4. Train students on appropriate bus behavior and implement uniform discipline protocols

FINANCE & FUNDING

1. Plan replacement cycles for computers, buses, renovation, curriculum, materials
2. Continue to build stable financial capacity
3. Hold an annual public forum regarding progress toward our strategic plan to coincide with the budget preparation process

FOOD SERVICE

1. Provide students the choice of a variety of foods they will want to eat
2. Provide opportunities for food service staff to share successful practices and increase skill in preparing fresh, healthy meals
3. Minimize debt for student meals
4. Involve students in the preparation and growing of food served at school

COMMUNITY & PUBLIC RELATIONS

1. Determine baseline data on web, Facebook usage and attendance at events
2. Pilot the use of QR codes to increase access to information
3. Review and revise all communication to eliminate educational jargon
4. Bring in community expertise to enrich classroom instruction
5. Identify needs for community engagement in our school

FACILITIES

1. Create a plan for improvement and maintenance of all facilities
2. Provide equitable and sufficient maintenance staff for each site
3. Build and occupy a district-wide services facility
4. Assess security needs in each facility, plan for improvements, and train staff in emergency procedures
5. Identify the facility needs for future enrollments and begin a conceptual plan

Special thanks to the following participants who shaped this plan and will be charged with its implementation:

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