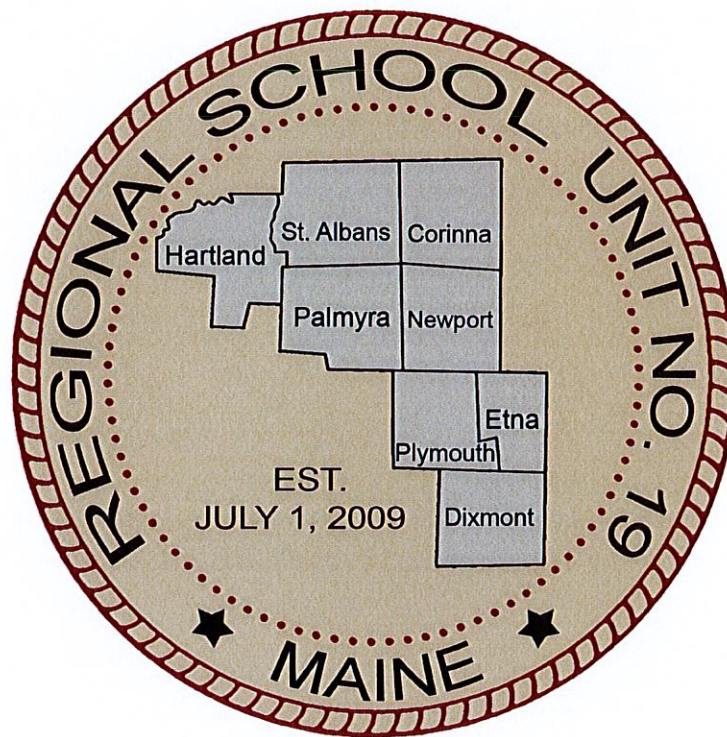


# RSU 19

# STRATEGIC PLAN



# 2018-2023

## RSU 19

# Strategic Improvement Plan

### MISSION

Inspire every student. Instill a motivation for learning. Ensure contributing citizens.

### GUIDING BELIEFS:

We believe that:

- Education is the responsibility of our entire community;
- RSU 19 will maintain open communication between school and community;
- A safe environment is essential to effective education;
- Every student deserves a quality program of instruction;
- RSU 19 will maintain a highly qualified, dedicated, and caring staff; and
- All decisions will be made with consideration for how it affects our students.

### DISTRICT OVERVIEW:

RSU 19 is a Pre-K through 12 plus Adult Education school system that serves eight rural Maine communities: Corinna, Dixmont, Etna, Hartland, Newport, Palmyra, Plymouth, and Saint Albans. We provide comprehensive educational programming that is challenging and rigorous while meeting the needs of all students and establishing meaningful relationships. We are a close-knit community and truly care for one another. RSU 19 takes great pride in being an active member and part of our community. We are committed to providing a first-rate education to the students of our school community.

### DEMOGRAPHICS:

Statistical highlights:

- The current student enrollment is just under 2000 students in PK-12
- Approximately 1000 adults are served through adult education.
- The District currently employs 401 people.
- 240 (60%) of staff live in RSU 19
- Students qualifying for free or reduced lunch 58.7%
- Percentage of students receiving Special Education 16.7%.
- The average high school graduation rate for the past 3-years is 15/16 (84.48/5); 16/17 (91.18%); 17/18 (89.82%)
- A 19 member Board of Directors
- School buildings included: three PK-4 buildings and one 5-12 building.

### KEY COMPONENTS OF THIS PLAN:

- The purpose of this Strategic Plan is to identify a clear set of Goals and Objectives that drive the focus of our work.
- Any and all school improvement plans will align with the district strategic plan and the eight dimensions of the Teaching and Learning strand from [Global Best Practices](#).
- The RSU 19 School District will utilize the National Board for professional teaching standards ([TEPG](#)) as a rubric and guide for teachers' professional growth and practice.
- This plan will be used to identify more detailed and specific annual action plans and steps.
- The RSU 19 Board will review and approve the Strategic Plan.



When we refer to stakeholders,  
we refer to staff, school board  
members (parents/guardians, relevant  
school and community members)

## 2019-2023 Strategic Goals and Objectives

### GOAL 1: Teaching and Student Learning

All ~~members~~ stakeholders of the RSU 19 District will be committed to providing a rich and relevant educational experience for all students. Student growth and development will be the primary focus that drives initiatives, goals and outcomes for staff and students.

#### **Objective 1**

RSU 19 will engage in cycle of continual improvement in developing and implementing a cohesive curriculum grades PK-12.

#### **Objective 2**

Educators and students are expected to use technology in a manner that supports communication and collaboration to receive information, work with their peers, and connect with administration, parents and students. As learning becomes more global and interactive, the communication and collaboration expected of our educators and students should extend beyond the classroom walls.

#### **Objective 3**

The RSU 19 School District will support and monitor academic growth by continuing to develop a comprehensive intervention model for all students grades PK-12.

#### **Objective 4**

RSU 19 will continue to support and enhance structures and time that allow for professional collaboration and sharing of best practices.

#### **Objective 5**

Annually, RSU 19 will provide an array of professional development opportunities designed to build teacher skills and knowledge.

### GOAL 2: Community Engagement

All ~~members~~ stakeholders of the RSU 19 School District will engage in ongoing communication and collaboration to enhance student learning and school effectiveness.

#### **Objective 1**

All RSU 19 staff will communicate and collaborate with students' homes and caregivers to keep them informed and encourage their participation in their child's education.

#### **Objective 2**

All RSU 19 Board and System administration will identify and use strategies to connect

and communicate with stakeholders of the school district.

**Objective 3**

All RSU 19 staff will actively seek out and develop meaningful opportunities to partner with and include members of the community into the school.

**Goal 3: System Administration and Resource Management**

RSU 19 School District aspires to run an efficient and effective school system.

**Objective 1**

The School Board and System Administration will review, revise, develop and implement policies on a regular cycle that adhere to state and federal laws and support effective school operations.

**Objective 2**

The School Board and System Administration will develop and support a financial plan that prioritizes equitable distribution of resources to provide safe learning environments, close learning gaps, and accelerate academic achievement for every student.

**Objective 3**

The School Board and System Administration will prioritize resources to support the annual maintenance of all RSU 19 facilities.

**Objective 4**

The School Board and System Administration will develop and implement a plan to attract, hire and retain a well-qualified staff for all roles.

**Objective 5**

The School Board will participate in Board Member training and maintain a calendar of full board meetings and committee assignments.

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### **GOAL 1: Teaching and Student Learning**

All members of the RSU 19 District will be committed to providing a rich and relevant educational experience for all students. Student growth and development will be the primary focus that drives initiatives, goals and outcomes for staff and students.

**Objective 1:** RSU 19 will engage in cycle of continual improvement in developing and implementing a cohesive curriculum grades PK-12.

Strategy 1	Curriculum Committee led by the Curriculum Coordinator, and subject area leaders for each content area will set annual goals and lead the staff in curriculum development and implementation.
Strategy 2	Workshop time and summer opportunities for curriculum work will be supported by the RSU and provided to all staff.
Strategy 3	Curriculum and instruction will be monitored to ensure it is implemented with fidelity so there is equitable access to rich content and instruction for all students.
Strategy 4	Utilize technology to organize, store, and publish curriculum documentation so it's accessible and visible to stakeholders.
Strategy 5	The Adult Education Director will design, implement and supervise relevant programming for the adult population of RSU 19.

#### **Progress Monitoring and Evidence:**

The Curriculum Coordinator will report out to the Education Committee a minimum of **twice per school year** and to the full School Board at least annually on the status of the curriculum. Adult Education Director will report out to the Ed Committee and Board annually.

#### **Evidence may include but is not limited to**

1. Agendas and minutes of Curriculum Committee Meetings.
2. Agendas and present a report about Staff Development work.
3. Samples of curriculum documents.
4. Adult Education Flyer.

**Objective 2:** Educators and students are expected to use technology in a manner that supports communication and collaboration to receive information, work with their peers, and connect with administration, parents and students. As learning becomes more global and interactive, the communication and collaboration expected of our educators and students should extend beyond the classroom walls.

Strategy 1	RSU 19 Technology Director will oversee the development and implementation of the District's Technology Plan and the facilitation of the Technology Committee.
Strategy 2	The RSU 19 district will expand instructional technology programming to include grades 5--12. Digital Citizenship will be taught at all of these grade levels.
Strategy 3	The RSU 19 district will commit the financial resources to support a long-range plan to maintain and replace devices to ensure equipment is up-to-date and there are enough devices to support the needs of staff and student use.
Strategy 4	The Technology Director in collaboration with the tech integrators will coordinate and provide professional development to staff and <b>students. (Student learning would be considered professional development)</b>

#### **Progress Monitoring and Evidence:**

The Technology Director will monitor the progress of the District's work and adherence to the Technology Plan.

#### **Evidence may include but is not limited to:**

1. Present a report to the Superintendent on Technology Plan progress.
2. List of Technology focused professional development opportunities.
3. Sample lesson plans for Digital Citizenship instruction **(provided by technology integrator).**
4. Inventory of technology.



**Objective 3:** The RSU 19 School District will support and monitor academic growth by continuing to develop a comprehensive intervention model for all students grades PK-12.

Strategy 1	Support the development of a Comprehensive Intervention System focusing on Tier I, Tier II and Tier III utilizing coaches, specialists, reading recovery teachers, interventionists, and Title I interventionists.
Strategy 2	The Administrative Team will identify data sets that schools and individual teachers will utilize to monitor the growth of students both whole cohorts of students and individual students.
Strategy 3	Data on student social and emotional behaviors and needs will be collected and used to drive instruction and interventions.
Strategy 4	Create a yearly schedule to analyze district data in order to identify district trends, strengths and needs.
Strategy 5	Maintain relationships with outside experts who can support our work in this area.

**Progress Monitoring and Evidence:**

Principals in collaboration with the range of content and instructional coaches will monitor the annual progress on goals and growth. Student Service providers and the Special Education Director will report out to the Education Committee on student data sets related to their areas.

**Evidence may include but is not limited to:**

1. Reports presented about academic growth of student cohorts.
2. Share menu of interventions used at various grade levels and schools..
3. Share samples of data team work.

**Objective 4:** RSU 19 will continue to support and enhance structures and time that allow for professional collaboration and sharing of best practices.

Strategy 1	Staff will be organized into both vertical and horizontal teams to collaborate and work on District initiatives on a regular basis throughout the school year.
Strategy 2	Designated facilitators will be provided support to enhance their skills in effectively leading teacher teams.
Strategy 3	All teams, groups and committees will use a consistent agenda template, norms and protocols where appropriate in meetings to ensure effective and efficient work time.
Strategy 4	All members of professional learning groups will be present and engage in good faith with their peers to improve school effectiveness.

**Progress Monitoring and Evidence:**

The Superintendent or designee will monitor and approve committee assignments, meeting schedules, and productivity of work groups.

**Evidence may include but is not limited to:**

1. List of all groups and their members.
2. Sample agenda and norms and meeting outcomes.
3. Sign in sheets from meetings.
4. Process for training group leaders.



**Objective 5:** Annually, RSU 19 will provide an array of professional development opportunities designed to build teacher skills and knowledge.

<b>Strategy 1</b>	The RSU 19 Administrative Team will propose an annual calendar of professional development times to the RSU 19 Board for support.
<b>Strategy 2</b>	The focus and/or purpose of all professional development opportunities will be aligned to district goals and initiatives to be approved by School Administration.
<b>Strategy 3</b>	The RSU 19 recognizes the existing expertise on staff and will work to provide opportunities for leaders and experts on staff to share best practice with colleagues.
<b>Strategy 4</b>	Feedback from professional development work will be solicited from participants to inform future PD opportunities.
<b>Strategy 5</b>	The annual calendar of PD will include a mix of District Directed training, teacher choice from an approved menu and non-school day opportunities after school or during the summer.

**Progress Monitoring and Evidence:**

The RSU 19 School Board will approve the annual school calendar and the Superintendent will collaborate with Administration, RSU 19 Education Association, and the Education Committee to identify the focus and purpose of professional development each year.

**Evidence may include but is not limited to:**

1. List of dates for professional development.
2. Agendas and sample professional development outcomes.
3. Present a report to the Ed Committee and/or full Board on professional work.
4. Annual summary of aggregate staff feedback on professional development opportunities

**GOAL 2: Community Engagement**

All members of the RSU 19 School District will engage in ongoing communication and collaboration to enhance student learning and school effectiveness.

**Objective 1:** All RSU 19 staff will communicate and collaborate with students' homes and caregivers to keep them informed and encourage their participation in their child's education.

<b>Strategy 1</b>	<b>Alt</b> Communication to parents and the community is easily accessible, timely, accurate and available in multiple mediums.
<b>Strategy 2</b>	Adhere to the RSU 19 Title 1 Parent Involvement Policy.
<b>Strategy 3</b>	Teachers will maintain up-to-date academic records and provide timely reports.
<b>Strategy 4</b>	Schools and staff will annually hold events that welcome and include parents and community members into the schools and at school events.

**Progress Monitoring and Evidence:**

Building Principals and District Level Leaders will ensure and report out on the types of communication and events they are engaging in to connect, partner and communicate with stakeholders.

**Evidence may include is are not limited to:**

1. Up-to-Date Title 1 Parent Involvement Policy.
2. Sample list of various events held at schools.
3. Review of information shared on the website, material sent home, press releases, and/or social media



**Objective 2:** All RSU 19 Board and System administration will identify and use strategies to connect and communicate with stakeholders of the school district.

Strategy 1	RSU 19 will explore forming a Community Engagement Committee comprised of staff, students, parents and community members to solicit input and help to build the goals and strategies to enhance effective communication and inclusion of the larger RSU 19 School Community. (will reword with the Administrative Team)
Strategy 2	At all levels, School Board, Administration, School and Teachers, will commit to a focused group of communication modes and events that keep relevant school community members informed and included.

**Progress Monitoring and Evidence:**

The Superintendent will semi-annually report out to the School Board on communication and events held during the school year. Building and System Administrators will report out to the Superintendent on the range of events and communication efforts.

**Evidence may include but is not limited to:**

1. Snapshots of the District Website.
2. List and attendance at events.
3. Samples of press releases, newsletters, broadcasts and/or signs used to promote and/or inform stakeholders.

**Objective 3:** All RSU 19 staff will actively seek out and develop meaningful opportunities to partner with and include members of the community into the school.

Strategy 1	Schools will hold a range of events where parents and/or community members are invited to either spectate, participate and/or assist in planning.
Strategy 2	At all levels, from School Board to individual staff members, will be open to and seek out potential partners in the community such as employers, organizations and/or community members.

**Progress Monitoring and Evidence:**

Building and System Administrators will report out to the Superintendent on the range of events and communication efforts.

**Evidence may include but is not limited to:**

1. List of events
2. List of partners and the nature of the partnership.



### **GOAL 3: POLICIES AND RESOURCE MANAGEMENT**

*RSU 19 School District policies and resources are aligned to the strategic plan.*

**Objective 1: The School Board and System Administration will review, develop, revise, and implement policies on a regular cycle that adhere to state and federal laws and support effective school operations.(3.1)**

<b>Strategy 1</b>	RSU 19 School Board will maintain a Policy Committee that meets regularly to support policy work. (3.1.1)
<b>Strategy 2</b>	The RSU 19 School Board will follow Parliamentary Procedure to propose, discuss and approve District Policies.
<b>Strategy 3</b>	Superintendent will serve as a conduit between the Board and System Administration to solicit input from both stakeholders and ensure both are informed.
<b>Strategy 4</b>	The Superintendent will monitor the implementation and adherence to District Policies.

**Progress Monitoring and Evidence:**

The RSU 19 School Board Chair and Superintendent will communicate regularly to ensure the District's policies are up-to-date and make recommendations for any adjustments to existing policy needs.

**Evidence may include but is not limited to:**

1. Policy meeting agendas and minutes
2. Policy Committee Norms
3. District Policies posted on the website.

**Objective 2: The School Board and System Administration will develop and support a financial plan that prioritizes equitable distribution of resources to provide safe learning environments, close learning gaps, and accelerate academic achievement for every student.**

<b>Strategy 1</b>	RSU 19 School Board will maintain a Finance Committee that meets regularly to support financial planning and budget development.
<b>Strategy 2</b>	RSU 19 Administrators, with input from staff, will annually make detailed requests for programming, staffing, initiatives and budget requests to the Superintendent and be available to present requests to the relevant School Board Committees and/or full School Board
<b>Strategy 3</b>	RSU 19 Administrators will ensure requests are aligned to the goals of the district.
<b>Strategy 4</b>	RSU 19 Business Manager will manage the day-to-day administration and monitoring of revenue, expenses, process financial reports, business office staff, and communicate regularly with the Superintendent.

**Progress Monitoring and Evidence:** The Finance Committee Chair will oversee and report out on the work of the Finance Committee to the School Board and collaborate and communicate regularly with the Superintendent and Business Manager.

**Evidence may include but is not limited to:**

1. Finance Committee agendas and minutes.
2. Documentation of Administrative requests
3. Annual Budget



**Objective 3:** The School Board and System Administration will prioritize resources to support the annual maintenance of all RSU 19 facilities.

<b>Strategy 1</b>	RSU 19 School Board will maintain a Building Committee that meets regularly to support the care, safety, and maintenance of RSU 19 facilities.
<b>Strategy 2</b>	The Facilities Director will develop a plan and schedule to address the needs, safety and maintenance to ensure the upkeep of all facilities.
<b>Strategy 3</b>	Superintendent will serve as a conduit between the Building Chair and System Administration to solicit input from both stakeholders and ensure all are informed.
<b>Strategy 4</b>	Principals will help monitor and assist Facilities in the enforcement of Federal, State and Local Rules/Laws in regards to occupancy, security, workplace safety, health and life safety concerns.

**Progress Monitoring and Evidence:** The Facilities Director will oversee the day-to-day operations of all facilities. The Facilities Director will communicate, coordinate and collaborate with Building Principals and the Superintendent on a regular basis as necessary.

**Evidence may include but is not limited to:**

1. Building Committee Agendas and minutes.
2. List of Maintenance Needs, Repairs and Upgrades
3. List of future Capital Improvements

**Objective 4:** The School Board and System Administration will develop and implement a plan to attract, hire and retain a well-qualified staff for all roles.

<b>Strategy 1</b>	The RSU 19 Board and RSU 19 Education Association will engage in good-faith collective bargaining to mutually agree on contracts that are comparable and competitive with schools in Maine.
<b>Strategy 2</b>	School Administrators will network and communicate with individuals, agencies, and schools to identify and recruit potential employees.
<b>Strategy 3</b>	RSU School Administrators will follow all state and federal laws as well as using a consistent process for interviewing and hiring to identify the most qualified candidates.
<b>Strategy 4</b>	RSU 19 will continue to support a mentoring program that not only mentors new employees, but also provides mentoring training for those serving as mentors.

**Progress Monitoring and Evidence:** The Superintendent or designee will report out on numbers of vacancies, candidates for positions, and numbers of staff who have left RSU 19 .

**Evidence may include but is not limited to:**

1. RSU 19 Contracts
2. Sample Interview Questions
3. Sample of Mentor Training
4. Feedback from Teachers being Mentored

**Objective 5:** The School Board will participate in Board Member training and maintain a calendar of full board meetings and committee assignments.

<b>Strategy 1</b>	An annual calendar will be maintained and shared publicly with dates and times of all Board related meetings.
<b>Strategy 2</b>	The Superintendent and School Board Chair will identify and provide any necessary and/or required training for School Board members.

**Progress Monitoring and Evidence:** The School Board Chair and Superintendent will collaborate and communicate to ensure this goal is being addressed and met.

**Evidence may include but is not limited to:**

1. Calendar
2. List of Trainings and Attendees



