

RSU #38 5 Year Strategic Plan 2019 - 2024



Adopted by RSU #38 School Board March 6, 2019

Superintendent's Message

To our students, parents, and communities,

I am pleased to present RSU 38's five-year strategic plan. This plan builds on the strong foundation and reputation of the Maranacook Area Schools as well as moves the district forward with a focus on the core values of the communities that make up our school district. Five major goals have been identified in a process that began in the spring of 2018 during a two day future search workshop that involved many different stakeholders. These five goals are accompanied by outcomes and action steps that will guide our mission of "A caring school community dedicated to excellence".

We appreciate the enduring support for education in our four communities of Manchester, Mount Vernon, Readfield, and Wayne. Without that support, we would not be the great system we are. I look forward to our future work together.

Sincerely,



James Charette
Superintendent of Schools
RSU #38



Mission Statement:

A caring school community dedicated to excellence

Vision Statement:

Maranacook Schools will be safe, dynamic learning communities where people of all ages will think, aspire, and participate as responsible citizens in an ever-changing global society.

Guiding Principles:

WE BELIEVE.....

Teachers, staff members, parents, and students are lifelong learners with a dedication to excellence and an expectation of high achievement for all.

All learners need a safe, respectful, positive environment to achieve.

Students need an evidence based, rigorous curriculum that

- focuses on state standards
- promotes engagement
- provides a challenging range of courses, experiences, and extracurricular activities
- recognizes the needs, interests, and abilities of all learners
- blends the changing needs of society with the needs of individual learners.
- integrates technological advances and collaboration

Parents and community members are a vital part of our schools.

The instruction and assessment process measures growth for all learners through feedback, collaboration, and problem solving.

The supervision and evaluation process encourages and supports staff growth and development that is designed to promote our mission and vision.

2019 - 2024 Goals

Goal 1: Provide an inclusive and comprehensive educational program that sustains student curiosity and inspires students to be engaged citizens.

Goal 2: Promote a unique professional culture that attracts and retains dynamic staff.

Goal 3: Foster a safe and supportive learning environment, in partnership with community organizations and resources.

Goal 4: Continue to promote our schools as welcoming community centers.

Goal 5: Ensure sustainable sources of funding and develop operational efficiencies that support the changing educational environment.



Goals - Outcomes - Timeline

Goal 1: Provide an inclusive and comprehensive educational program that sustains student curiosity and inspires students to be engaged citizens.

Outcomes	2019 - 2020	2021 - 2022	2022 - 2024
Develop a dynamic standards based curriculum that is <u>continuously reviewed and updated</u> by faculty.	Establish and prioritize cycle of review for the content areas of Language Arts, Math, Science and Technology, Social Studies, World Language, Health and Physical Education, Fine Arts, and Career and Education Development.	4 out of the 8 content areas have been reviewed and revised.	Each of the 8 major content area has been reviewed and revised within this 5-year cycle.
Multiple pathways to graduation are available to all students.	Review of Graduation policy as well as introduction of online program for students to begin planning for postsecondary opportunities (2 or 4 year College, Vocational, Military, Workforce).	Each student develops a postsecondary plan grades 6 thru 12 that is reviewed and adjusted to meet aspirations.	Possible pathways are defined through high school Program of Studies.
Curriculum is differentiated to meet students where they are, and help them to progress academically, emotionally, and socially.	Review Response to Intervention, as well as Gifted and Talented, data across all schools in relation to achievement.	Develop and implement interdisciplinary programs and hands on activities to improve student engagement and challenge students to excel.	A challenging, customizable program for all learners has been developed and implemented.
Analyze and evaluate student data and growth in order to guide curriculum decisions, identify priority needs, and evaluate student success.	Review standardized test data and identify data points that can be tracked over time to inform programming Pre-K through 12th grade.	Data Dashboard developed and published annually to board, parents, and communities.	Data tracked over the 5- year period of this plan is available to inform decision making process around academic needs of all students.

Goal 2: Promote a unique professional culture that attracts and retains dynamic staff.

Outcomes	2019 - 2020	2021 - 2022	2022 - 2024
Attract and retain an engaged professional workforce.	Draft survey to identify information from staff that addresses retention.	Conduct survey and develop recruitment and orientation materials from initial survey.	Revise, as needed, orientation materials as well as identify district strengths and challenges.
Competitive compensation and positive working culture.	Analyze exit information data to identify current cultural/compensation challenges.	Develop materials that provide compensation comparisons in our region and highlight positive attributes of our district schools.	Address competitive pay through collective bargaining.
Continue to enhance a professional working culture.	Develop and implement evaluation & training programs for all staff, focused on improving student growth/success.	Form a Professional Development Committee to guide planning and implementation of district activities.	Staff trainings are personalized to address needs in relation to teaching practice, assessment, and student growth.



Goal 3: Foster a safe and supportive learning environment, in partnership with community organizations and resources.

Outcomes	2019 - 2020	2021 - 2022	2022 - 2024
Develop a catalogue of supportive community resources.	Identify organizations that partner and/or support our communities.	Catalogue created and published within communities.	Catalogue is updated and published annually.
Develop and maintain mentoring program for K-12 and adult education (use of community mentors and student mentors).	Review current mentoring programs that exist within the district.	Establish best practice within mentor programs and support expansion to include all schools.	Mentoring programs are active at all levels within the district.
Inform community of the services, agencies, and special projects available to our communities.	Survey communities to gauge communication needs.	Research communication strategies that can be used to facilitate communication to residents of our communities and implement strategies as prioritized by communication teams.	Evaluate success of strategies and continue with those most successful.



Goal 4: Continue to promote our schools as welcoming community centers.

Outcomes	2019 - 2020	2021 - 2022	2022 - 2024
Increase the opportunities for community access and structured opportunities for the 3-year old population.	Review and evaluate the needs of the 3- and 4-year old populations in our communities.	Program develop that is accessible, in centralized location, appropriate to this population of 3-and 4-year old learners.	Program implemented and evaluated, identifying strengths and challenges.
Provide opportunities for community members and parents to take part in events that promote our schools as welcoming centers.	Develop contact list of organizations that partner with school staff such as Parent Teacher Organizations, Awesome Bear Society, and Recreation Programs.	Develop a plan for communication with groups to enhance attendance at school events.	Implement, update and adjusted plan as needed.
Enhance parent communication and support creative ways to solicit and receive parent communication into our schools.	Improve digital presence of the district and individual schools through upgrades to current technological systems (District website, social media accounts, etc.).	Train staff to “tell our story,” as well as provide opportunities to celebrate learning opportunities.	Monitor our system for opportunities to engage in two way conversations with parents and communities.



Goal 5: Ensure sustainable sources of funding and develop operational efficiencies that support the changing educational environment.

Outcomes	2019 - 2020	2021 - 2022	2022 - 2024
Develop a 20 year facility use plan.	Begin discussion at board level regarding the future of our buildings.	Develop various options that address the needs of all students in our district schools.	Adoption of 20 year facility use plan.
Develop and maintain partnerships with other school based agencies.	Provide communities with information regarding current partnerships.	Look for opportunities to expand student/staff offering with the Regional Service Center and the Western Maine Educational Collaborative.	Develop and implement partnership evaluation to determine cost versus value for the school community.
Build and maintain relationships with state and local decision makers.	Each school will maintain a contact list of state and town officials.	Schools will develop an engagement plan for connecting with decision makers.	Evaluate plan to identify strengths and weaknesses.
Conduct budgetary audits of our various district departments to identify, adjust, and maximize available resources of the district.	Research audit methods to be used across various departments to identify equitable use of resources.	Establish audit cycle for the various departments and begin implementation.	Complete all department audits, with annual schedule established with annual reporting.

