

**RSU #38 Strategic Plan
2019 - 2024**

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

Outcomes	Action Steps	Timeline	Person Responsible	Evidence
1. Develop a dynamic standards based curriculum that is continuously reviewed and updated by faculty.	A -Sustain K-12 curriculum teams and establish supports to ensure groups meet regularly.	February 2019- December 2024	Director of Curriculum, Instruction and Assessment; K-12 Curriculum Teams (Faculty); Principals; RSU#38 Faculty	Course Curriculum Guides, Unit Maps; Meeting minutes
	B -Complete curriculum documents K-12. Curriculum will be revised based on instruction and evidence from students.	Ongoing through 2024	Director of Curriculum, Instruction and Assessment	Curriculum Map updates
2. Multiple pathways to graduation are available to all students.	A - Students will explore, and develop a post-secondary plan (6-8). (Choices 360)	February 2019- December 2024	6-8 Advisors and Faculty	Artifacts of post-secondary plans via online platforms.
	B - Students will continue to develop and implement a post-secondary plan (9-12). (Choices 360)	February 2019- December 2024	9-12 Advisors and 9-12 School Counselors	Artifacts of post-secondary plans via online platforms; Track percentage of HS graduates with a post-secondary plan.
	C - Identify, develop and articulate the multiple pathways available to students.	February 2019- December 2022	6-12 Alternative Committee, MS/HS Administration, Director of Curriculum, Instruction and Assessment, HS faculty and HS school counselors	Alternative Program with multiple pathways identified; multiple pathways document; updated Graduation Policy
	D - Clarify and update the Maranacook Graduation Policy and PBE Beliefs and Practices.	Update Graduation Policy: January 2019- December 2019;	Proficiency Based Committee made up of 6-12 Teachers and Administrators	Updated Graduation Policy

	E - Re-evaluate and update the K-12 assessment system to ensure that students are receiving fair, equitable, multiple opportunities to demonstrate meeting the standards.	Re-evaluate and update K-12 assessments: February 2019- December 2023 (ongoing)	K-12 Faculty and committees, Director of Curriculum, Instruction and Assessment, Administrative Team	Common assessments; vetted alternative and/or re-assessments
3. Curriculum is differentiated to meet students where they are at, and help them to progress academically, emotionally and socially.	A - Provide evidence of RTI and GT programming (K-12) with how they increase student achievement.	(ongoing); February 2019- December 2023	Director of Curriculum, Instruction and Assessment; RTI Teams (K-12); Interventionists; RTI Coordinators; GT Teachers; Principals	GT and RTI School and/or district plans; student growth artifacts; assessment comparisons
	B - Increase access to higher level standards-based instruction as students progress (K-12). Develop strategies for inquiry-based learning at all levels. Professional Development will focus on application strategies to accomplish differentiation in the classroom (K-12).	February 2019-June 2019; July 2019-June 2020; July 2020-June 2021; July 2021-June 2022; July 2022-June 2023	District Administration; K-12 Faculty; Director of Curriculum, Instruction and Assessment; Gifted and Talented staff	Evidence of differentiation; Professional Development; evidence of differentiation in classrooms; access to higher level instruction throughout district
	C - Develop common strategies to support students in self advocating and engaging in their own learning.	February 2019-June 2019; July 2019-June 2020; July 2020-June 2021; July 2021-June 2022; July 2022-June 2023	MS/HS Leadership Teams; MS/HS Advisors; K-12 Faculty	MS/HS Advisor Training focus on Professional Development options regarding engagement; classroom evidence of students' reflections (<i>i.e. Why is this important? How can I apply it to real life problems?</i>)
	D - Increase the percentage of students of low socio-economic status taking dual enrollment courses or career-training courses (either on or off site) (9-12).	Establish baseline July 2019- June 2020; increase by 5% by end of 2024 school year	Director of Curriculum, Instruction and Assessment; HS school counselors; HS Administration	Each school year- Percentage of students with low Socioeconomic Status taking 3+ Dual Enrollment or career-training courses.

4. Analyze and evaluate student data and growth in order to guide curriculum decisions, identify priority needs, and evaluate student successes.	A - Identify key data points (ie: Standardized test scores, attendance, etc.)	February 2019-August 2019	Director of Technology; RSU#38 Administration; Superintendent of Schools; Interventionists; Director of Curriculum, Instruction and Assessment	Summary of key data points
	B - Investigate online platforms for Data Dashboards and resources needed	February 2019- December 2019	Director of Technology; RSU#38 Administration; Superintendent of School; Director of Curriculum, Instruction and Assessment	Summary of features and costs, relevant platforms and necessary staff to complete Dashboard; District Budget (as needed)
	C - Select, purchase and plan for implementation of a Data Dashboard	By June 2020	Director of Technology; RSU#38 Administration; Superintendent of Schools; Interventionists; Director of Curriculum, Instruction and Assessment; Data-Dashboard identified staff	Data Dashboard available

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

Outcomes	Action Steps	Timeline	Person Responsible	Evidence
1. Attracts and retains an engaged professional workforce.	A - Conduct stay interviews (survey) from current faculty/staff. Identify baseline data from 2019-2020. (retention)	Ongoing; Spring 2019-2024	Superintendent, Human Resource Manager, Special Education Director, Curriculum Coordinator, Instructional Coaches, Principals, Mentor Teachers	Spreadsheet with data for faculty/staff on identifying pillars for staying and areas needing improvement.
	B - Comprehensive recruitment and orientation program for all positions	2019-2020, with annual update	Administration, Directors	Revised written plan with feedback data from new hires.
2. Competitive pay and working cultures.	A - Staffs' education and experience will be recognized by the district with competitive salary and benefit packages. Contractual Language around years of experience and compensation will be reviewed	2018-2024	Superintendent, Human Resource Manager, and School Board Negotiation Team	Contracts will reflect action steps.
3. Continue to enhance a Professional working Culture.	A - Consistent Evaluation Process for all staff	Ongoing; 2019-2024	Human Resource Manager, Principals, Special Education Director, Superintendent, Supervisors, (Staff)	Evaluations shared with supervisors.
	B - Updated job descriptions for various positions	Fall 2020	Administration, Human Resource Manager	Completed job descriptions for all positions

	C - All staff access to technology within the workplace to support communication	Ongoing	Technology Director	Inventory document on technology per building
	D - Funds available to address training/professional development needs for a professional culture.	Ongoing; 2019-2024	Administration	Budget and documentation of Professional Development and certificates from Central Office.
	E - Efficient online training tools for staff (i.e. - Target Solutions)	Spring 2020	Human Resource Manager	Provide documentation of completion of trainings.

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

Outcomes	Action Steps	Timeline	Person Responsible	Evidence
1. Develop a catalogue of supportive community resources.	A - Develop catalogue which identifies agencies and organizations that either partner with the district or support the community.	Fall 2020	Administrative Team	Catalogue (paper and digital format).
	B - Make the catalogue available in digital format.	Ongoing; annual updates through 2024	Technology Director	Access on our district website and social media accounts.
	C - Include in catalogue a crosswalk to help families identify who to go to for specific situations.	Updated as information changes.	Administrative Team	Catalogue documentation.
2. Develop and maintain mentoring program for K-12 and adult ed (use of community mentors and student mentors).	A - Identify stakeholders to establish sustainable mentoring programs.	2019-2021	Adult Education Director; Principals	List of mentor programs included in school literature.
	B - Create common procedures around mentoring programs.	2020-2021	Administrative Team	Mentor Procedures drafted and used in programming.
	C - Develop plan to celebrate mentors and other volunteers.	2020-2021; ongoing	Superintendent; Human Resources; Principals; Faculty	Report out about annual volunteer.
3. Inform Community of the services, agencies, and special projects available to our stakeholders.	A - Develop online platform for the community to access, signup, and/or receive information regarding available supports.	2019-2021	Technology Director	Platform adopted, available and used by community.

	<p>B - Include in platform specific resources to support adult education learners.</p> <p>C - Configure notification system to allow community sign up.</p>	<p>2020-2021</p> <p>2020-2021</p>	<p>Adult Education Director</p> <p>Technology Director</p>	<p>Resources found on platform.</p> <p>Numbers of community sign-ups monitored.</p>
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Goal 4: Continue to promote our schools as welcoming community centers.

Outcomes	Action Steps	Timeline	Person Responsible	Evidence
1. Increase the opportunities for community access and structured opportunities for the 3-year old population.	A - Establish active and ongoing playgroup at each of the elementary schools, or at least one central to all locations. Invite all students and families in all communities through newsletters and outreach activities.	Fall 2020	Elementary Principals	Playgroup attendance
2. Provide opportunities for community members and parents to take part in events that help promote our schools as welcoming centers.	A - Identify areas where community organizations are able to partner with school staff.	2019-2020	Administrative Team	Community organization list and partnership opportunities.
	B - Establish a formal process for providing Parent Teacher Organizations school and/or district needs.	2019-2023	Administrative Team and Faculty	Evidence of coordinated PTO/community organized events.
	C - Enhance Awesome Bear Society and school staff connection to projects and district-wide needs.	2019-2023	Middle School and High School Administrators	Project/event lists that show how ABS and MS/HS staff have coordinated.
	D - Support middle school and high school sport programs being a part of recreation program activities.	2019-2023	Coaches, AD, MS/HS administrators	Schedule events that show MS/HS teams have helped support recreational programs.
	E - Seek out needs and training opportunities to help support community wishes.	2019-2023	Adult Education Director	Programs and events that are driven by community input and involvement

3. Enhance parent communication and support creative ways to solicit and receive parent communication into our schools.	A - Continued improvement of social media, website, and other social media opportunities.	2019-2023	Technology Director, Administrative Team, school staff, and Communications Committee	Website and other evidence of community participation through the digital opportunities provided in RSU #38. Evidence of other ways for community members to provide input through various outreach methods.
	B - Improve our 'brand' and the way we tell our stories in RSU #38.	2019-2023	Administrative Team, Technology Director and staff	Increase posts to social media and website.

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

Outcomes	Action Steps	Timeline	Person Responsible	Evidence
1. Develop a 20 year facility use plan.	A - Annually report enrollments at grade, building, and district levels.	Spring 2019 baseline- then completed yearly and reported to board month of November. (Use October enrollments numbers)	Superintendent	Data/graphs presented to board.
	B - Utilize New England School Development Council membership for annual enrollment projections.	Ongoing	Superintendent	Annual report from New England School Development Council
	C - Create and prioritize facility improvement projects across the district.	2019 -2020 (updated annually)	Administrative Team, Finance Director, and Facilities Director	Facilities budget
	D - Evaluate space needs on effective support of whole child curricular programming and make recommendations concerning use of space.	Spring 2021	Administrative Team	School building layouts with programming notes attached.
2. Develop and maintain partnerships with other school based agencies.	A - Define current partnerships, evaluate the effectiveness, and adjust annually based on resource availability.	Begin Spring 2019 and continue ongoing updates through 2024	Administrative Team	Partnership document with annual updates
	B - Explore partnership opportunities that offer value to RSU 38 students and staff.	Ongoing	Administrative Team	Team minutes

3. Build and maintain relationships with state and local decision makers.	A - Provide annually to all school offices a contact list of local, state, federal legislators.	2019 - 2020	Superintendent	Contact List
	B - Develop a contact list of local businesses.	2019 - 2020	Administrative team	Local Business List
	C - Invite leaders and businesses to various school events.	ongoing	Building Administrators	Invites to various events
4. Conduct budgetary audits of our various district departments to identify, adjust, and maximize available resources of the district.	A - Research and identify audit methods that can be used in departments such as transportation, facilities, human resources, technology, finance, curriculum, and leadership.	Fall 2020	Administrative Team and Directors	Board minutes around budgetary planning.
	B - Establish timeline to review various department needs and expenditures to identify savings. Thereafter, establish cyclical review of departments using audit methodology and available data.	2020 - 2024	Administrative Team and Directors	Timeline document and Annual budget presentations.