REGIONAL SCHOOL UNIT #38

MARANACOOK AREA SCHOOLS

STRATEGIC PLAN

2012 – 2017

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 life-long 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 extra-curricular 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 assessment process measures growth and improves the achievement of all learners**
- **The supervision and evaluation process encourages and supports staff growth and development with individualized, comprehensive professional development**

Approved by RSU #38 Board of Directors: December 5, 2012

RSU #38 Board of Directors

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RSU #38

"A caring school community dedicated to excellence"

In April 2010 over 70 community members met as a Futures Search Committee to discuss the strengths and opportunities in RSU #38 as well as the challenges that the district faced. As a result of the work of this committee, a new Vision was developed and adopted in June, 2010. From September 2010 through March 2011 a committee met to develop long-term and short-term goals based on the newly adopted Vision. The goals were adopted by the RSU #38 School Board in April 2011.

In August 2012 a combined group of School Board members and RSU #38 administrators met to revisit the 2011 Vision and Goals. As a result of this meeting the Capstone Statement, adopted in 2000, "a caring school community dedicated to excellence" was instituted as the RSU #38 Mission Statement, the Vision was revised, and a set of Guiding Principles was developed. The present RSU #38 School Board and administrators supported the work of the 2010 committee and agreed to continue to work toward the goals created by that Futures Search Committee.

The 2012-2013 RSU #38 administrators analyzed various data, identified baseline data, and developed both short-term and long-range measurable outcomes in support of the four goals identified by the Futures Search Committee. These measureable outcomes are described in the following pages.

RSU #38 is "a caring school community dedicated to excellence". Although there are challenges to overcome, we are dedicated to meeting our goals and ensuring increased achievement for all learners. The Vision, Mission, Goals, and Outcomes documents will be used to drive the work of RSU #38 and will serve as the compass we use to navigate those challenges that face our district.

Goal #1: Success for Every Student

RSU #38 will develop and support rigorous, innovative educational programs that motivate, challenge and engage students in order to promote increased achievement for all learners.

Increased learning opportunities for all will be provided, based on needs, interests and abilities. Students will take an active role in their learning and monitor their progress towards meeting standards. Teachers will be provided with professional development opportunities in order to effectively address the needs of students with varying learning styles and abilities.

The following outcomes and data points are aligned with the state standards:

Outcomes

Program	2012-2013	2013-2014	2016-2017
Increase number of AP courses offered.	4 at MCHS: 20 at Virtual High School	5 at MCHS	6 at MCHS
Increase % of students taking AP courses.	56 students 13.8%	15%	20%
Implementation of district standards based learning system that provides for personalized learning opportunities and promotes individual student progress.	Addition of position of Director of Curriculum, Assessment, and Instruction Completion of K-5 pilot on standards based Georgia Math units. Development of at least 3 K-5 teachers standards based ELA units per grade level 6-8 teachers identify standards addressed in units.	Students and teachers are able to articulate standards they are working on. Development / implementation of at least 3 standards based units per grade/class (Gr. 6-12) All K-5 ELA/Math units are based on standards. (K-5)	Students assume ownership/ responsibility for meeting standards. Teachers act as coaches. Full implementation of standards-based curriculum and reporting system. Personalized learning opportunities are embedded in the curriculum.
Provide opportunities that may lead to post secondary success.	MELMAC grant College visits for grade 10 and 11. One dual enrollment class (French) is offered with KVCC. Students have option to enroll in college courses. Students participate in PSAT and SAT exams.	Increased number of classes/programs that also provide dual enrollment (college-level) and/or certification to at least 2. Develop a standards based mentoring	Increased number of classes/programs that also provide dual enrollment (college-level) and/or certification to at least 4. Increased % of students taking SATs

		and internship program.	twice
			Students can meet standards through mentoring and/or internship programs.
	Winter 2012: 31% of students involved in extra-curricular activities/athletics: Middle school: 34% High School: 31%	55% of students involved in extra-curricular activities/athletics at the high school and middle school.	100% of students will be involved in an extra-curricular or athletic experience at the middle school and at the high school.
Core programs will meet the needs of all students	Alternative ed. programs address the needs of some students.	District-wide approach to educational experiences that meet the needs of all learners is being explored and developed.	Full implementation of district-wide approach to educational experiences that meet the needs of all learners. Priorities will focus resources on success for all students.
	Some teachers have been trained in differentiation.	The development of a professional development plan that will inform the practice of all teachers in meeting the needs of students with various learning styles and abilities.	All teachers will be trained in learning strategies/ differentiation in order to address the needs of students with varying abilities and learning styles.

Goal #2: Rigorous Instructional Program

RSU #38 will develop and implement consistent, rigorous curriculum resulting in high levels of student performance.

All students will increase their academic performance and will be prepared for career, post-secondary education and life pathways. The Maine learning standards will be implemented to ensure consistent and rigorous expectations for all students. Teachers will deliver instruction using evidence based professional practice that motivates and challenges all students and will be supported by on-going professional development. Use of universal screening tools and curriculum-based assessments will ensure continuous progress towards meeting standards. Timely support will be provided for students not meeting grade level expectations.

Outcomes:

Increased percentage of students Proficient on Maine Assessment

Grade	Baseline 2010-2011	2013/2014	2016/2017
Grade 5 Reading	66%	71%	76%
Grade 5 Math	42%	47%	52%
Grade 7 Reading	59%	83.5%	88%
Grade 7 Math	50%	72%	76%
Grade 11 Reading	40%	50%	60%
Grade 11 Math	45%	55%	65%

Increased percentage of students meeting grade level benchmarks in (Developmental Reading Assessment) DRA

K-2	Baseline Fall 2012	May 2014	May 2017
Grades K	NA	94%	96%
Grades 1	92.6%	94%	96%
Grade 2	68%	80%	87%
Grade 3	74.4%	80%	87%
Grade 4	62.3%	75%	85%
Grade 5	79.7%	85%	93%

Increased percentage of *Disadvantaged* students who are Proficient and Proficient with Distinction on Maine assessment

Grade	Baseline 2010-2011	2013-2014	2016-2017
Elementary Reading	63%	66%	69%
Elementary Math	45%	51%	57%
Middle School Reading	52%	56%	60%
Middle School Math	49%	55%	61%
High School Reading	33%	42%	52%
High School Math	33%	42%	52%

Increased percentage of _Students with Disabilities_ who are Proficient and Proficient with Distinction on Maine assessment

Grade	Baseline 2010-2011	2013-2014	2016-2017
Elementary Reading	42%	47%	53%
Elementary Math	29%	33%	38%
Middle School Reading	14%	16%	18%
Middle School Math	14%	16%	18%
High School Reading	25%	31%	40%
High School Math	38%	47%	57%

Increased high school graduation rate

	Baseline 2010-2011	2013-2014	2016-2017
High School Graduation Rate	76%	83%	90%

Increased percentage of students completing Algebra 2 by the end of grade 12.

	Baseline 2010-2011	2013-2014	2016-2017
% of students completing Algebra 2 by the end of grade 12	73%	79%	85%

Development and implementation of a clear and consistent curriculum along with a strong instructional program that will promote student achievement.

Expectation	2013-2014	2016-2017
Curriculum	Math and ELA are aligned with Common Core Standards	All curriculum aligned with Maine Standards
Instruction/Assessment	All content areas implementing Common Core Reading and Writing standards. Common Core Math and ELA standards are assessed. K-5 Implementation of K-5 Writing curricula. Writing prompts developed, administered, scored.	All curriculum areas are accountable for assessing Common Core Reading and Writing standards. Common Core Math and ELA standards are assessed K-12.
	All content areas focus instructional units on content standards.	All content areas assess students on content standards.
Professional Development	Aligned with Common Core and Maine standards. Begin to differentiate professional development to meet teacher needs. Merge PD with teacher evaluation system	Focused on individual teacher needs. Fully integrated with teacher evaluation system.

Increased performance in alternative pathways to high school and post secondary experiences.

Data Source: Adult Education	Baseline 2010-2011	2013-2014	2016-2017
Accuplacer Reading	68.8	72	75
Accuplacer Math	51.7	62	65
Accuplacer Sentence Skills	51.9	65	72
Accuplacer Algebra	39.5	50	63
CASAS (Comprehensive Adult Student Assessment System) Level C Reading	239	242	246
CASAS (Comprehensive Adult Student Assessment System) Level C Math	224	235	244
Increase the number of "stop outs" (students who left school and have been out for an extended time) who receive their GED or high school diploma.	4	6	8

Development of system of support services for general education students not meeting grade level benchmarks.

RTI (Response to Intervention)	K-2 RTI Math Reading Recovery (grade 1) Title 1/RTI Literacy K-8 RTI Math 6-8 RTI system partially developed	Develop comprehensive K-12 RTI system for academics and behavior for students not meeting grade level benchmarks.	RTI Implementation of comprehensive RTI system for K-12 academics and behavior for all students not meeting grade level benchmarks.

Goal #3: Schools as Welcoming Community Centers

RSU #38 will establish our schools as welcoming centers of our communities, reaching out to all community members and any group or organization that may support the RSU in our efforts to be a caring school community dedicated to excellence.

The following outcomes are aligned with RSU #38's Mission and Vision Statements and Guiding Principles in order to promote our schools and facilities as community centers. RSU #38 is committed to opening additional avenues of communication with our communities, to expanding volunteer/mentoring opportunities, to offering more parent education opportunities, and to expanding programs for 3 and 4 year olds.

Outcomes

Program	2012-2013	2013-2014	2016-2017
Effective communications between school and community	Implementing use of social media to receive and give information from/to district. Community survey.	Chalkboard re-established. Website revised.	Strong in and outgoing communication with the community.
Established system for accepting and training volunteers.	Baseline number of volunteers established: Volunteer application process revised.	District-wide volunteer application process implemented. District-wide volunteer orientation process developed. District-wide K-12 volunteer handbook developed. Increase number of volunteers.	Increase in number of volunteers. Volunteer orientation process implemented.
Development of community mentoring opportunities	Identify community mentors. Begin to develop system for mentoring system implementation.	Pilot community mentoring system. Community mentoring system developed.	System matching community mentors with students fully implemented.
Education opportunities for 3 and 4 year olds	Playgroups at Readfield and Mt. Vernon. PreK available for students.	Explore and develop plan for district-wide 3-year old program. PreK available in hometown schools for all interested students.	Targeted 3 year old program developed. Publicize 3 year old programs. (Community and school newsletters)
Effective parent education	Common Core information program January 30, 2013.	Incorporate parent education into planned parent activities: open houses, conferences, student performances, website resources.	Increase number of parent education opportunities.

Expansion of the scope of and community participation in Adult Education	Adult Education program in place.	Exploration of –possible adult education course expansion by meeting with community groups. Adult education classes offered at alternate times (Ex: daytime)	Increase # of participants involved in RSU #38 Adult Education program.

Goal #4: Accountability for all

RSU #38 will establish a system of clear accountability that ensures that all goals are met.

All members of the school community are responsible for upholding the Mission and Vision statements of RSU #38. RSU #38 uses an evaluation system for teachers and administrators to ensure that the Guiding Principles are fulfilled. Board members share in the accountability process through their policy and budget decisions. Participation by community members is a vital part of our schools and their work supports the accountability process. The identified outcomes further support the framework in place so that RSU #38's goal of accountability can be achieved.

Outcomes:

Program	2013-2014	2016-2017
Development, implementation and adoption of teacher evaluation system.	Pilot teacher evaluation system in place.	Full implementation of teacher evaluation system.
Development, implementation and adoption of administrative evaluation system.	Pilot administrator evaluation system in place.	Full implementation of administrator evaluation system.
Implementation of a system for the evaluation of Academic Goals.	Review of data

Report to School Board | Review of data

Report to School Board. |
| Implementation of a system of Board Accountability. | Budget developed based on Mission/Vision/ Guiding Principles.

Audit of budget decisions/What worked? What didn't? | Audit of policy and budget decisions based on Mission/Vision/Guiding Principles. |
| Implementation of a system of Community Accountability.

Catalog of available community volunteers in existence. | Audit of Community Involvement Opportunities

Revision and update of catalog of available community volunteers

Increase PTOs/Parent organizations awareness of Mission/Vision/Guiding Principles.

Audit of community participation. | Increased opportunities for community involvement

Implementation of catalog use to match mentors with students.

PTO/Parent organization work supports Mission/Vision/Guiding Principles.

Increased numbers of community members participating in school/district events. |
| Student Accountability | Design State of the School Event | Implementation of State of the School Event. |

RSU #38 STRATEGIC PLAN
2012 – 2017

Goal 1: Success for Every Student				
Outcomes	**Action Steps**	**Timeline**	**Person Responsible**	**Evidence**
1, 2. Increase number of Advanced Placement (AP) courses offered and the % of students enrolled.	Collect data on the current AP courses offered.	2013-14	HS Guidance	Collection of data
	Audit enrollment in state sponsored AP4All and other available resources, including cost (Virtual High School, nearby programs, Tandberg video conferencing offerings, UMO).	2013-14	HS Guidance, Administration	Audit report
	Survey students to determine interest in AP courses.	2013-14	HS Guidance	Survey data
	Review survey data and create a list of interests.	2013-14	HS Guidance, Leadership Team, Administration	List of courses
	Develop and implement a plan to increase the number of AP courses based on interest, need, and cost for the school board.	2013-14	HS Guidance, Leadership Team, Administration	School Board approved plan Marketing plan for students and parents
	Teachers participate in statewide and College Board training on AP courses.	6/13 AP English 2013-16	Administration, Teachers	Number of teachers participating, number of students identified
	Use AP Potential data to identify possible candidates for AP classes.	2013-14	HS Guidance	Increased percentage of students taking AP courses.

3. Implementation of district standards based learning system that provides for personalized learning opportunities and promotes individual student progress.	Development of standards-based system:	2013-14	A-Team, Guidance, Teachers, School Board	Collection of data Minutes of the committee
	District leaders attend WMEC sessions on customized learning.	2012-14	District leaders	Minutes/Materials from meetings
	K-5 teachers complete pilot using standards-based Georgia math units.	**2012-13**	**Math Coach, Principals, Teachers, Committee**	**Pacing Guide/Assessment data**
	Power standards are identified	2013-14	Curriculum Dir., Coaches, Teachers	Power standards documents
	Common unit template is developed	2013-14	Curriculum Dir., Coaches, Teachers	Unit Template
	K-5 teachers develop common assessments based on standards in grade level meetings & review student work and assessment data.	2013-14	Curriculum Dir., Coaches, Teachers	Assessments, student data
	K-5 teachers develop units in all content areas based on standards.	2013-15	Curriculum Dir., Coaches, Teachers	Standards-based unit curriculum document
	6-12 develop units/common assessments based on Maine standards	2013-15	Curriculum Dir., Coaches, Teachers	Standard based unit curriculum document
	A system for recording student proficiency is explored	2013-14	A-Team, Teachers	Notes on meetings
	The system for recording student proficiency is adopted.	2014-15	A-Team	Documented system

	Personalized learning opportunities: Establish a K-12 committee to examine the history and effectiveness of personalized learning opportunities in RSU #38 and determine alignment with standards.	2013-14	Guidance, A-Team	List of committee members, agendas, minutes from meetings
	Determine baseline data of current personalized learning opportunities K-12 that have the potential of meeting standards.	2013-14	Guidance, A-Team	List of opportunities
	Create a proposal process for acceptance of personal learning opportunities/plans.	2014-15	Committee	Proposal process
	Determine how credit will be awarded based on Standards.	2014-15	Committee	Document explaining how credit will be awarded.
	Create and implement a marketing plan.	2015-16	Communications Committee	Marketing plan for families
4. Provide opportunities that may lead to post secondary success.	Establish a K-12 committee to explore current research on mentoring and internship programs.	2013-14	A-Team, Guidance	Data collected Committee documents and minutes
	Collect data on current mentoring and internship opportunities.	2013-14	Committee, Guidance	Catalog of available mentorship opportunities
	Create and conduct a survey to determine mentorship/internship possibilities in the community (use current community business dir.)	2013-14	Committee, Guidance	Survey data

Site visits to learn about what other districts and post secondary institutions offer for personalized learning opportunities. (See Goal 3)	2014-15	Committee, Guidance	Reflection form
Increase the number of students taking the SAT more than once: Investigate grant resources (that could be used to increase number of seniors taking the SAT).	2013-14	HS Principal HS Guidance	List of Grant opportunities/resources
Create student and parent information packets to promote the benefits of taking the SAT multiple times.	2013-14	HS Principal, Teachers, Guidance	Student and parent informational packet.
Analyze the data to identify who is not taking the SAT more than once	2013-14	HS Principal Teachers/ Advisors, Guidance	Student data results
Establish opportunities for more students in high school to attend post-secondary institutions.	2014-15	HS Principal, HS Guidance	List of enrolled high school students attending post-secondary institutions
Adopt a board policy on post-secondary enrollment options.	2013	Superintendent, RSU Board	Adopted Policy
Increased participation in extra-curricular activities (6-12): Create an awareness of extra-curricular activities through publicity drives, etc.	2013-14	Principals, Advisors	Materials used to publicize activities

	Create a document of enrolled students participating in extra-curricular activities.	2013-14	Principals, Advisors	Document
	Identify students not participating through advisory and encourage participation.	2013-14	Principals, Advisors	List of students not participating and documented contact times.
5. Core programs will meet the needs of all students.	Analyze assessment data and grades to determine if students are performing successfully.	2013-17 (yearly)	Superintendent, Curriculum Dir., all Principals, Coaches, Teachers	Data walls Assessment reports Grade analysis reports
	Create a professional development plan that will inform the practice of all teachers in meeting the needs of students with various learning styles and abilities.	2014-15	Curriculum Dir., all Principals, Coaches, Teachers	Documented plan
	Provide professional development on formative assessment and how it informs instruction.	2014-17	Principals, Teachers	List of professional development opportunities
	Create a teacher accountability system for using formative assessment.	2015-16	Superintendent, Curriculum Dir., A-Team	Observation of teachers, teacher portfolios, formative assessments administered to students
	Create a Response To Intervention System (See Goal 2, #9)	2013-14		The documented RTI process document

RSU #38 STRATEGIC PLAN 2012 - 2017				
Goal: #2 Rigorous Instructional Program				
Outcomes	**Action Steps**	**Timeline**	**Person Responsible**	**Evidence**
1. Increase percentage of students meeting and exceeding the standard on standardized assessments.	Analyze school-level data (NECAP, NWEA) after each administration period.	twice a year	Principals, Teachers, Coaches	Minutes of meetings
	Identify school-level goals.	**2013**	**Principals, Teachers**	**School-level goal document.**
	Develop school action plans to address the results of the data analysis and to reach goals.	**2013**	**Principals, Teachers**	**Action steps section of school goal document**
	Monitor progress of goals twice a year	2013-17	Principals, Teachers	Maine Assessment/NWEA progress analysis
2. Increase percentage of students meeting grade level benchmarks in (Developmental Reading Assessment) DRA	Schedule calibration sessions prior to each administration	every year	Literacy Specialists/Coach	Schedule of sessions
	Analyze school-level data after each assessment period	every year	Principals, Teachers, Literacy Specialists/Coach	Minutes/Results of meetings trajectory of % of students meeting benchmarks
	Identify school-level goals. Develop plans for meeting goals. Embed time during the year for monitoring progress toward school goals.	every year	Principals/Teachers	School-level goal document.

	Develop RTI plans for students not meeting benchmarks	on-going	Teachers, RTI committees	RTI plans, notes from meetings
3. Increase percentage of disadvantaged students who are Proficient and Proficient with Distinction on Maine Assessment.	Analyze school-level data.	every year	Principals, Teachers	School-level goal document.
	Identify students and develop individual plans.	every year	Principals, Teachers, Coaches	List of students not Proficient Documented individual plans.
	Identify school-level goals and action plans.	every year	Principals, Teachers, Leadership Teams	Goals, plans, improved Maine Assessment results for disadvantaged student group
	Develop a timeline for monitoring plans.	2013	Principals, Curriculum Dir.	Timeline, minutes from meetings
4. Increase percentage of Students with Disabilities who are Proficient and Proficient with Distinction on Maine Assessment.	Analyze school-level data.	every year	Special Ed. Dir., Principals, Teachers	School-level goal document.
	Identify students and develop individual plans.	every year	Principals, Teachers, Coaches	List of students not Proficient Documented individual plans
	Identify school-level goals and action plans.	every year	Teachers, Principals	Plans/Goals
	Develop a timeline to monitor results.	2013	School Leadership Teams	Timeline, minutes from monitoring meetings, increased Maine Assessment results.
5. Increase high school graduation rate.	Explore credit recovery opportunities.	2013-14	Principals, Teachers, Guidance	Graduation rate
	Extend support to teachers at Phoenix House to assist students in their	2013-14	Guidance, Principal Phoenix House	Documentation of efforts

	completion of high school programming.		staff	
	Explore multiple pathways to a Maranacook diploma (See Goal #1)	2014-15	Principal, School Board, Superintendent	School Board Minutes Multiple Pathways policies or documents
6. Increase percentage of students completing Algebra 2 by the end of grade 12.	Create a plan for implementing Common Core Math Standards for grades 6-12.	2013-15	Middle School and High School Principals, Curriculum Dir., Teachers, Leadership Teams	Common Core vertical alignment document Enrollment data for math courses.
	Develop 8th grade Algebra Curriculum based on Common Core Standards	2013-14	Curriculum Dir., Math Coach, Math Teachers	Common Core curriculum documents. Algebra I curricula and assessments.
	Develop Math pathways guide	2015-16	Curriculum Dir., Math Coach, Teachers	Math Pathways guide
	Analyze school-level data for student enrollment in math courses	2013-17	Guidance, HS Principal, Curriculum Dir.	Data analysis document
7. Development and implementation of a clear and consistent curriculum along with a strong instructional program that will promote student achievement.	Identify curriculum needs throughout the district.	2013-14	Curriculum Dir., Math and Literacy Coaches	Identified needs list
	Develop a timeline for working on content areas.	2013-14	Curriculum Dir., Teachers, Math and Literacy Coaches	Timeline
	Identify power standards for content areas	2013-14	Curriculum Dir., Teachers, Math and	Power standards document

			Literacy Coaches	
	Identify common format for curriculum documents	2013-14	Curriculum Dir., Teachers, Math and Literacy Coaches	Curriculum documents/templates
	Provide professional development around Common Core implementation, curricular needs and instructional practices.	2014-17	Coaches, Curriculum Dir., Teachers	Agendas, minutes from meetings, list of professional dev. activities
	Analyze district-level assessment data.	Yearly 2014-17	Curriculum Dir., Coaches, Teachers	Reports from analysis Identified next steps
8. Increase opportunities in alternative pathways to high school diploma and post secondary experiences.	Analyze current opportunities.	2013-14	Adult Ed. Dir., Guidance, HS Principal	Report of current opportunities
	Analyze student data to target specific academic strengths and weaknesses of individual students.	2013-17	Guidance, Instructional Teams	Analysis report
	Develop system for assessing student proficiency in meeting standards (See Goat #1).	2013-14	Guidance, Learning Leaders, Instructional Teams	Identified plans for demonstrating proficiency
	Develop plan for alternative pathways to meeting standards.	2013-15	Guidance, Learning Leaders, Instructional Teams	Individualized Plans
	Increase dual enrollment opportunities (See Goal #1)	2013-14	Guidance, HS Principal	Document outlining dual enrollment options

9. Provide support services for general education students not meeting grade-level benchmarks.	Development of a comprehensive RTI system including progress monitoring, development of RTI plans for literacy, math and behavior.	2013-14	Curriculum Dir., A-Team, Coaches, Leadership Teams	District-wide RTI plan and documents
	Create a Response To Intervention (RTI) review team.	2013-14	Teacher Leaders, Coaches, Curriculum Dir.	List of review team members, minutes from meetings
	Provide professional development to staff around Response to Intervention, and core instruction as a critical component of Tier 1 interventions.	2013-15	Curriculum Dir., Coaches, Specialists, Principals	Agendas from Professional development time around RTI.
	Create a teacher accountability system for implementation of the RTI process.	2015	Superintendent, Curriculum Dir., RTI Team	Documented system

RSU #38 STRATEGIC PLAN 2012 - 2017				
Goal: 3 Schools as Welcoming Community Centers **RSU#38 will establish our schools as welcoming centers of our communities, reaching out to all community members and any group or organization that may support the RSU in our efforts to be a caring school community dedicated to excellence.**				
Outcomes	**Action Steps**	**Timeline**	**Person Responsible**	**Evidence**
1. Improved communication between school and community.	**Use social media to receive and give information from/to district.**	**2012-17**	**Technology Director**	**Data collected from the use of the social media resources.**
	Conduct a community survey regarding communication.	**2012-13**	**Technology Director**	**Survey Results**
	Explore creating an electronic version of the Chalkboard	**2012-13**	**Superintendent, Communications Committee**	**Minutes from Communications Committee**
	Keep the District Website current	**on-going**	**Tech. Team Technology Director**	**Updated Website and monitor data regarding use of the district website**
2. A volunteer system that produces an increased number of trained volunteers	Establish a baseline number of volunteers.	2013-14	Superintendent, Principals	Number of volunteers before and after the plan's implementation.
	Revise and implement the volunteer application process.	**2012-13**	**Principals, Superintendent**	**Updated Volunteer Application**

	Create and disseminate a volunteer handbook.	2012-13	A-Team	Completed Handbook
	Explore the creation of a district-wide volunteer orientation process (video focusing on volunteer orientation).	2013-14	Teachers, Principals, Human Resources Dir.	Outcomes of exploration process
3. Fully implemented system matching community mentors with students.	Establish a Community Mentor Committee	2013-14	A-Team and Committee	Committee established documented purpose, minutes from meetings
	Identify community mentors	2013-14	A-Team, Guidance, Nurses, Teachers	List of community mentors
	Develop and implement community mentoring system.	2013-14	A-Team, Guidance, Nurses, Teachers	Completed Mentor System and annual update of community mentor list
4. Provide quality educational and social opportunities for all ages.	Establish/support play groups in all schools and/or communities	2012-13	Principals, Teachers	Documented play groups and their schedules.
	Invite senior citizens within our communities to participate in school events.	2012-13	Principals, Teachers	Invitations, Guest sign-ins
	Identify areas of interest in adult education by visiting community groups.	2012-13	Adult Ed. Dir.	Calendar of visits
	Expand adult education program to meet community needs.	2013-14	Adult Ed. Dir.	Adult education brochures, enrollment figures

RSU #38 STRATEGIC PLAN 2012 - 2017				
Goal 4: Accountability for all				
Outcomes	**Action Steps**	**Timeline**	**Person Responsible**	**Evidence**
1. Full implementation of research-based teacher evaluation system by 2016-17	**Create district wide evaluation committee**	**2012-13**	**Superintendent**	**Minutes from meetings**
	Identify purpose of evaluation	**2012-13**	**Committee**	**Purpose statement**
	Review current research	**2012-13**	**Committee**	**Minutes from meetings**
	Select evaluation standards	**2012-13**	**Committee**	**Identified Marzano standards**
	Educate teachers/administrators about the standards	2013-14	A-Team	Exit Slips
	Develop components of the system	2013-14	Committee	Teacher evaluation document
	Develop a process and timeline for implementing the system.	2014-15	Committee	Timeline/flow chart
	Pilot the model	2014-15	Teachers, Administrators	Feedback data about the pilot
	Request School Board approval of evaluation system	2016-17	Superintendent, Board Policy Committee	Policy

2. Full implementation of research-based Administrative evaluation system by 2016-17	Create district wide Administrative Evaluation Committee	2013-14	Superintendent, School Board, Teachers	Minutes from discussions of completed readings
	Identify purpose of evaluation	2013-14	Committee	Purpose statement
	Review current research	2013-14	Committee	Collection of research
	Select evaluation standards	2013-14	Committee	Standards document
	Develop the process of the system	2014-15	Committee	Written process
	Pilot the model	2014-15	Administrators	Notes on pilot
	Request School Board approval of preferred model	2015-16	School Board	Evaluation Tool
	Implement the model	2016-17	Administrators	Implementation schedule
3. A system for evaluating student performance will be in place.	Review school goals and related assessment data two times per year.	2013-17	A-Team, Teachers, Curriculum Dir.	Performance review process and report
	Report to School Board	2013-14	Superintendent, Principals	Minutes of Report
	Develop system for determining individual student proficiency	2013-15	Administrators, Curriculum Dir.	Documented system, School Board report
4. Full implementation of an accountability system for the School Board	Mission document is used to develop the budget	2013-14	School Board	Policies and budget based on Mission Document, School Board Minutes
	Audit of budget decisions is based	2013-14	A-Team, School	Budget

	on the Mission Document		Board	
5. Community Accountability	Gather data on attendance at events by families and community members.	2013-14	A-Team	Attendance/info document, data results
	Improve communication with community members (seniors and citizens with and without students in the schools)	2013-14	School Board, Communications Committee	Communications with community members
	Create/Support/Participation in mentorships/internships	2014-15	HS Principal, Guidance, Adult Ed. Dir.	List of mentors/community partnerships
6. Student Accountability	Students take ownership for demonstrating their own learning.	2016-17	Students, Teachers	Student led conferences
	Students participate in celebration events highlighting their achievements.	2016-17	A-Team	State of the District Event, Humanities night, concerts, etc.
	Student participation in school leadership opportunities.	2013-14	Principals, (Student Councils, Senate, Civil Rights Team, etc.)	Documented list of participation in leadership opportunities