



Engage · Empower · Inspire

Maine School Administrative District #51 2015-2018 Strategic Plan

Dear MSAD #51 Community,

I am proud to present the MSAD #51 Strategic Plan that encompasses the years 2015-18. The ideas presented in this plan are the culmination of several years of dialogue, deliberations, and planning, and has taken care to include the voices of all stakeholders.

What has been most exciting about the conversations is the obvious pride that our community has in its public school system. At the same time, there is a clear understanding that we must leverage our many strengths as we address current challenges and the evolving expectations for our students once they leave our schools.

Educating 2,000 students is not easy. Educating them well is even more challenging. But we believe that it is not just possible, but attainable. In these pages you will find a reflection of where we are, where we hope to be, and the targets by which we will measure our progress.

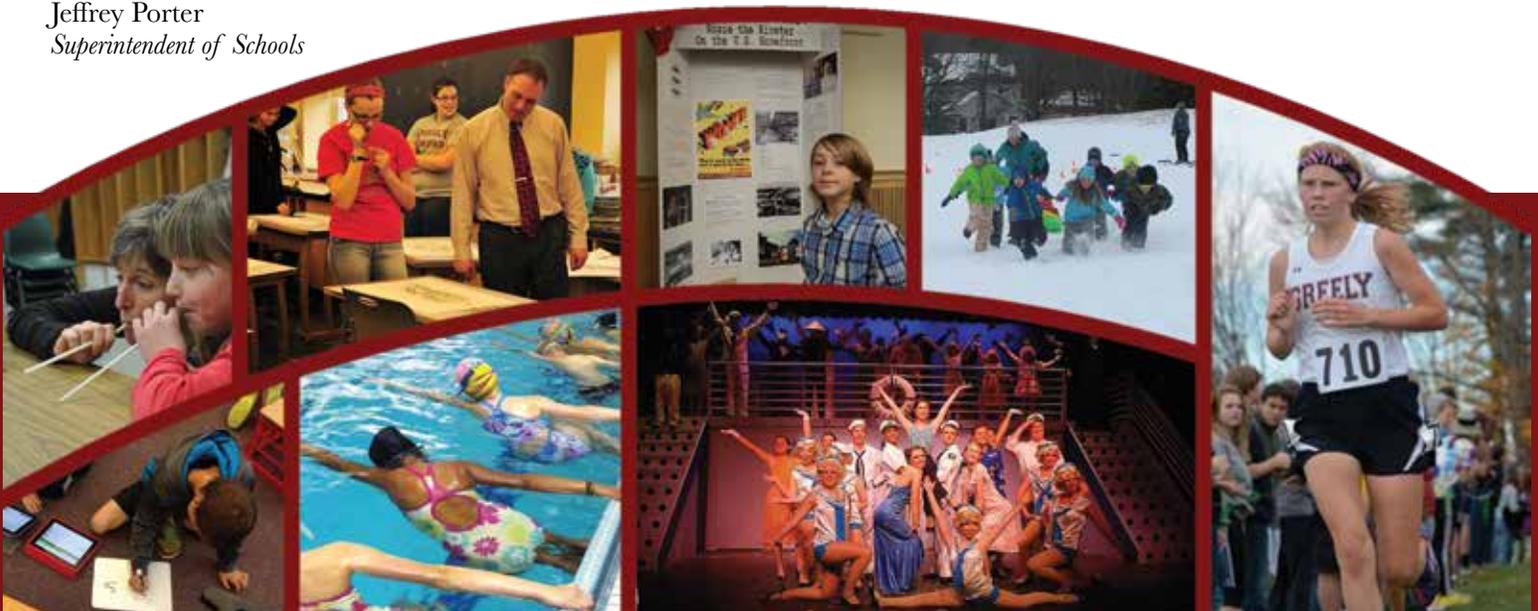
The term “strategy” refers to the deliberate choices we are making to focus our efforts in the years ahead. In some cases, this means staying the course to sustain successes already rooted in place. In other instances, we are pioneering new initiatives to broaden our landscape and educational investment.

The ambitious plans outlined in the district’s strategic plan will only be realized through continued collaboration and support within our community that remain essential to the success of the MSAD #51 schools. The multitude of voices that shaped this plan will be equally important in the successful implementation of these ideas.

The path forward is an exciting one and I invite you to join me as we chart a new course for the students of MSAD #51.

Sincerely,

Jeffrey Porter
Superintendent of Schools



“Education is the most powerful weapon that we can use to change the world.” - Nelson Mandela

Our Mission

To guide all students as they acquire enthusiasm for learning, assume responsibility for their education, achieve academic excellence, and discover and attain their personal best.

Our Vision

Create leaders and global citizens prepared to thrive in a changing world. The 21st Century requires an education that prepares students to live and work in an increasingly connected world. Students progress academically, understand diverse perspectives, and contribute to our local and global communities. Teachers apply research-based approaches to enhance students’ mastery of core academic knowledge by integrating these essential skills: *Communication, Collaboration, Creativity & Innovation, Critical Thinking/Problem Solving, and Citizenship*

Core Value Statements

1. We believe in an educational culture that *focuses on students* and their sustained learning.
2. We believe students will be motivated to pursue life-long learning in an environment that encourages *creativity, communication, collaboration/critical thinking, and citizenship*.
3. We believe the ability to adapt and *respond to change* is essential.
4. We believe in promoting a *safe, caring, and ethical* learning environment.
5. We believe *quality education* is an investment in our students, our staff, and our communities.
6. We believe all *staff members* play an integral part in the education of our students.
7. We believe students, staff, families, and community members have a personal and *collective responsibility* in the educational process.

STRATEGIC PLANNING

What is Strategic Planning? What is its purpose? How was the Strategic Plan developed?

“Effective organizations are able to cut away a lot of noise and clutter and just focus on the few things that make the greatest impact.” - Jim Collins, Good to Great

What is a Strategic Plan?

A Strategic Plan is a school district’s *promise* to all stakeholders about its key priorities and corresponding actions, ultimately defining a *blueprint* for moving the district to the next level.

Defining Priorities

Our priorities define, communicate, and measure what our school district and community considers to be important.
Speak It. Paint It. Splash It. Spray It. Banner It. Live It.

The Strategic Planning Process

Phase I: Planning

The Superintendent’s Entry Plan
Board of Directors approves the Planning Process
Strategic Planning Committee Convened

Phase II: Gathering the Voices

Strategic Planning Committee defines Strategic Goals from input gathered from these three data sources:



Phase III: Creating the Strategic Plan

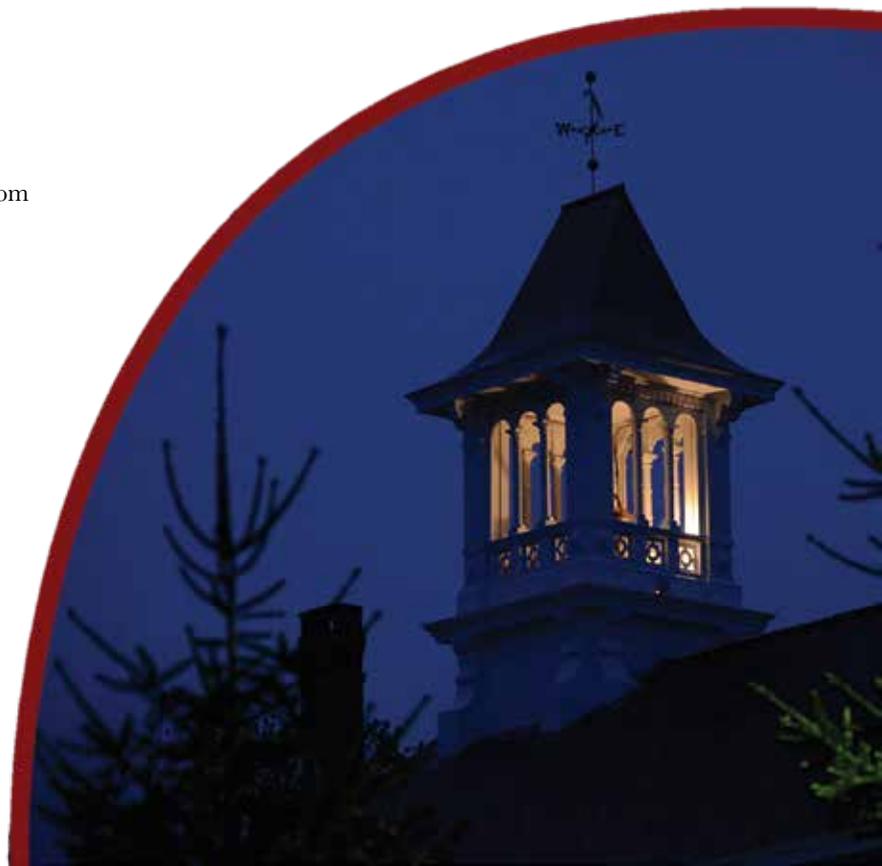
Determine the Objectives based on the goals
Determine the Action Steps for each Objective
Determine the Resources needed for implementation
Determine the Performance Indicators
Develop a Communications Plan

Phase IV: Approving & Communicating the Plan

Board approves a three-year Strategic Plan
Strategic Plan is communicated to the community

Phase V: Implementing & Monitoring the Plan

Monitoring Cycle begins



GOAL I: ENGAGE. EMPOWER. INSPIRE.

Provide broad-based learning opportunities, with an emphasis on multiple pathways, that prepare all students for citizenship, college, and career within a global context.

Objective 1

Multiple Pathways

Increase proficiency by developing a system to support student access to multiple pathways for citizenship, college, and career.

1. Increase the district's capacity to respond to unique student learning needs by adapting existing pathways and creating alternative approaches outside of the traditional classroom
2. Provide a public integrated pre-K program for students who would benefit from an earlier transition to elementary school
3. Expand mechanisms for students to be meaningfully involved in their learning by way of student voice
4. Develop alternate grading, reporting, and credit-earning mechanisms that support innovative approaches to proficiency

Objective 2

21st Century Learning

Establish how 21st century learning skills are part of a K-12 proficiency based learning system by emphasizing communication, collaboration, citizenship, creativity/innovation, and critical thinking

1. Ensure all students possess the requisite knowledge and skills in literacy and mathematics essential for all citizenship, college and career plans by demonstrating proficiency in the areas of reading, writing, speaking, listening, and mathematical concepts
2. By the end of grades 3, 5, 8, and 10 and/or 12, students will demonstrate evidence of attainment of selected 21st century learning skills through a culminating event that incorporates a public audience, hands-on component, real-world application, and reflection
3. Study the International Baccalaureate program's relationship to 21st Century learning and how this program interfaces with other high school course offerings and programs

Objective 3

STEM Opportunities

Develop a vision and blueprint for STEM education that supports student learning and aspirations.

1. Analyze and expand the current K-12 progression of learning experiences that foster STEM education and identify opportunities for growth



GOAL II: EVERY CHILD, EVERY CLASSROOM, EVERYDAY

Increase access to robust, rigorous, and relevant learning opportunities for each student while promoting the well-being of all members of our school community.

Objective 1

Health & Wellness

Improve health and wellness of our school community.

1. Develop a district Wellness plan that encompasses all areas of student and staff wellness
2. Study the demands placed on students (schedule, homework and assessments) and make necessary adjustments to improve student wellness in these areas
3. Study the concept of adjusting the start time for grades 6-12 in line with research

Objective 2

System of Supports

Ensure that all students are proficient by increasing our capacity to provide additional supports and interventions for student access to learning

1. All students are screened and have equitable access to the curriculum with a robust menu of interventions for academic and behavioral areas
2. Refinement of procedures and practices system-wide for Section 504
3. Further develop special education programming that reflects recommendations from the Opuda Report with regards to placing more certified teachers with students with special needs

Objective 3

Conditions for Learning

Develop a K-12 vision for building the conditions for effective learning for all students.

1. Develop a Technology plan that promotes greater student and staff access, effective integration, and digital literacy and citizenship
2. Develop a Master Facilities Plan that addresses long-term sustainability of current and future grade configurations based on the developmental needs of students
3. Foster education and initiatives that promote environmental stewardship

GOAL III: INVESTMENT IN OUR TEAM

Sustain the high quality of all district employees by maximizing opportunities for ongoing learning and collaboration.

Objective 1

Entering MSAD #51

Invest in high-quality induction programming for all employees.

1. Develop strategic orientation programs for all new employees, including a seminar series for entering teachers in years 1, 2, and 3

Objective 2

Growth and Advancement

Provide all employees with authentic and mission-directed opportunities for growth and advancement.

1. Update teacher and principal evaluation system to meet new state guidelines and provide ongoing support for Student Learning Objectives (SLO) development and data analysis

Objective 3

Connection to the District

Ensure that all employees have the opportunity to establish their connection and value to the organization.

1. Provide an annual opportunity for dialogue sessions with every employee group

GOAL IV: COMMUNITY PARTNERSHIPS

Expand mutually beneficial partnerships that enrich learning opportunities for students and engage the community in our schools.

Objective 1

Effective Communication Systems

Increase communication to all community members around district information and highlights.

1. Continue building effective communication systems with all stakeholder groups

Objective 2

Community Partnerships

Expand students' awareness of careers connected to their learning

1. Increase business connections supporting innovative academic programming in need of financial support

Objective 3

Alumni Connections

Establish and develop connections with alumni that support the district's mission.

1. Increase Alumni engagement to create a vibrant Greely experience for current students

MONITORING CYCLE

Throughout the year, we will be monitoring the implementation of the Strategic Plan. Below are the details, checkpoints and reports that will help us successfully implement the plan.

August

- Planning for implementation of Goals, Objectives & Action Plans at District Leadership Team Retreat
- Strategic Planning status, district goals, objectives, and action plans for new year communicated to staff at Opening Staff event

September

- Performance goal setting with principals and directors based on district Objectives and Action Plans

October

- Strategic Plan annual progress update presented to Board, including district Action Plans and Site Improvement Plans (SIP) from each school and department
- Leadership Team begins preparing next fiscal year's proposed budget based on Goals/Objectives
- Performance goal setting with teachers/other personnel based on Objectives and Action Plans

January

- Mid-Year reflection of Performance Goals for principals and directors
- Mid-Year reflection of Performance Goals for teachers and applicable staff

March

- District schools and departments begin developing Site Improvement Plans (SIP) for next school year linked to Strategic Plan

April

- Board approves new fiscal year district budget with commitments to Strategic Plan's Goals, Objectives, and Action Plans, with community input

May

- Site Improvement Plans (SIP) completed by schools and departments and submitted to Leadership Team

June

- End of year assessment of Performance Goals for principals and directors
- End of year assessment of Performance Goals for teachers and applicable staff
- Superintendent's annual Performance Review based on progress of Strategic Plan
- Approval of Superintendent's new annual Performance Goals based on Strategic Plan

You can access the Strategic Plan on our website at www.msad51.org.

THANK YOU!

Thank you to the Board of Directors, Strategic Planning Committee and the District Leadership Team. Your time and dedication to this process was instrumental to the overall development of the Strategic Plan.

MSAD #51 Board of Directors

Karen Campbell, Chair
Martha Leggat, Vice Chair
Vickie Bell

Virginia Dwyer
Bethany Hanley
Jim Moulton

Gigi Sanchez
John Simpson
Pete Wilson

Zach Theriault, Student Rep.
Kevin Cass, Student Rep.

Strategic Planning Committee

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Randy Braley
Karen Bubar

Karen Campbell
Jane Crowley
Patti Dudzinski
Tara Hill

Sally Loughlin
Sheila Mayberry
Dan McKeone
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Connie Russell
Bill Shane

District Leadership Team

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Sally Loughlin
Ken Marks
Carol MacArthur

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Susie Robbins
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Dirk Van Curan

