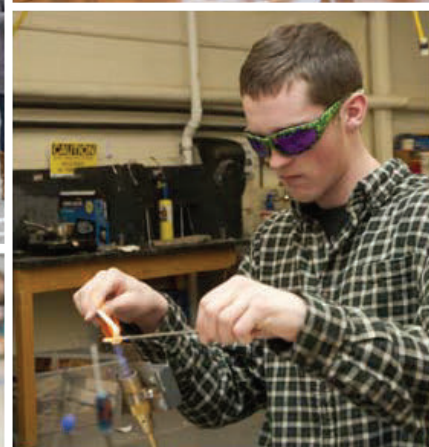


Regional School Unit 21
The Schools of Arundel, Kennebunk,
and Kennebunkport



STRATEGIC PLAN
2016 • 2021



DEVELOPING PRODUCTIVE GLOBAL CITIZENS
BY BUILDING KNOWLEDGE AND CHARACTER

LETTER FROM THE SUPERINTENDENT

Dear Friends and Members of the RSU 21 School Community:

I am proud to present this five year strategic plan for the schools of Arundel, Kennebunk, and Kennebunkport. The reputation of RSU 21 as one of the top school districts in Maine, and in the nation, is the result of decades of investment, commitment, and engagement by all members of our school community. The recent publicly approved investment of \$56.5 million to renovate three of our schools will ensure that each of our facilities provides an environment that is conducive to 21st century learning. This plan provides a framework for ensuring that our schools maintain the foundation of excellence that has come to define us while advancing our efforts in strong curriculum, positive student outcomes, healthy school environments, and a unified school district to meet the evolving needs of our students and global community.

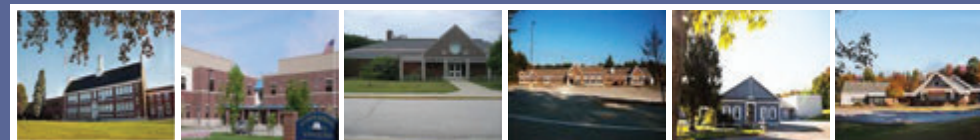


Strategic planning involves making deliberate choices about the areas on which we intend to focus our efforts in the coming years and identifying key actions to achieve and measure our success. This plan was developed over the 2015/16 school year and includes input from over 800 people, more than half of whom are current RSU 21 students. It reflects our commitment to excellence by highlighting our current performance outcomes, defining the areas that we intend to focus on in the years ahead, and providing key action strategies that will guide our work. In some cases, we will sustain and strengthen practices already in place. In others, we will embark on new initiatives to enhance our schools.

This ambitious plan will be successful through the continued investment, commitment, and engagement of all members of our school community. Our students, staff, and community helped to shape this plan and will be equally important in the successful attainment of the focus areas and performance outcomes. If you live in our three town community, I hope you will partner with us in working on these focus areas and achieving the goals in this plan. I look forward to realizing continued improvement in our excellent schools.

Kathryn Hawes

Sincerely,
Kathryn Hawes, Ph.D.
Superintendent of Schools



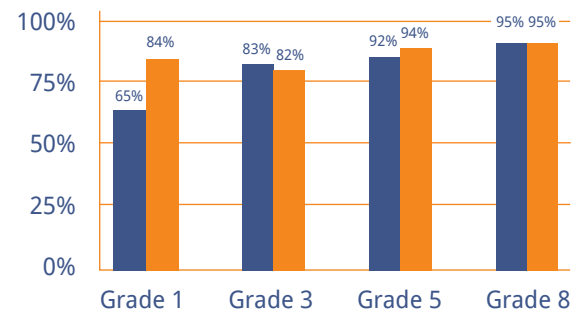
FOCUS AREA 1: STRONG TEACHING AND LEARNING

The Northwest Educational Assessment (NWEA) is a computerized adaptive reading and math assessment that has been used to monitor student progress since the inception of the RSU in 2009. The scores below indicate where RSU 21 students fall compared with national averages. In grade 11, all Maine students are required to take the Scholastic Aptitude Test (SAT). Individual SAT scores are reported on a College Board Scale of 200-800.

RSU 21 National Percentile Rank 2015-2016 Northwest Educational Assessment (NWEA)

National Average 50%

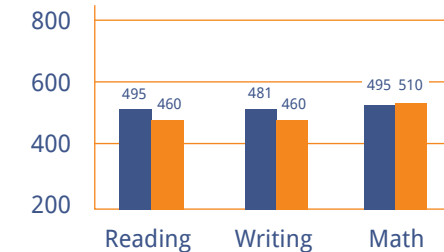
• Reading • Math



Mean Scholastic Aptitude Achievement (SAT) Scores 2016

SAT Scale Range: 200-800

• Kennebunk • SAT Benchmark



* Note in Maine all 11th grade students take the SAT. National results do not reflect all students.

GOALS:

NWEA: Based upon a three-year average, students in grade 1 will perform at the 80th percentile in reading and the 90th percentile in math when compared with other districts in the United States.

NWEA: Based upon a three-year average, students in grades 3, 5, & 8 will perform at the 90th percentile in reading and math when compared with other districts in the United States.

SAT: Based upon a three-year average, students in grade 11 will exceed the benchmark by 10% in reading and writing and 5% in mathematics.

1a. Key Objective: Challenge and support each student by providing equitable access to a rigorous and relevant curriculum that is aligned with district standards.

- Develop a scope and sequence of learning standards, curriculum units, and common assessments in all content areas.
- Create an online curriculum map for grades K-12 in all content areas.
- Ensure that all schools implement curriculum and instructional strategies in alignment with district learning standards.

1b. Key Objective: Establish consistent structures to support academic growth.

- Implement a student data system to review and discuss student performance and identify challenges, opportunities, and achievement.
- Establish consistent performance measures to evaluate the effective implementation of interventions, initiatives, and curriculum for all schools.

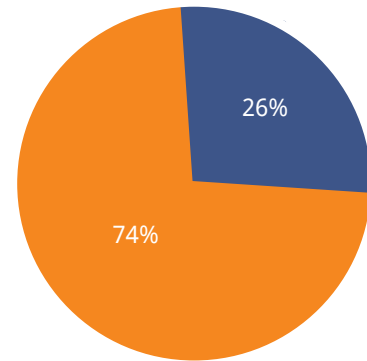
1c. Key Objective: Communicate curriculum expectations and reports of student progress in a clear and consistent manner.

- Refine our reporting system to reflect curricular expectations and communicate effectively with parents and students.

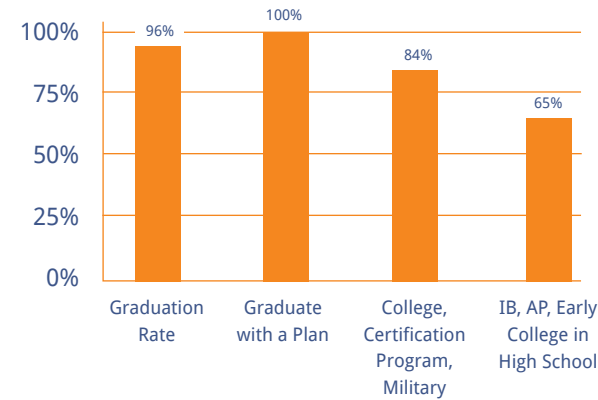
FOCUS AREA 2: POSITIVE STUDENT OUTCOMES

2016 Community Project Student Survey Data (grades 4-12)

- Would like more guidance on their future.
- Have adequate guidance on their future.



Kennebunk High School Student Outcomes 2014-2015



GOALS:

90% of students will report having adequate guidance on their future.

98% of students will graduate.

100% of students will graduate with a post-secondary plan

90% of students will enter a two or four year college or industry certificate program within one year of graduation

85% of students will participate in at least one IB, AP, early college, vocational, or community work related experience during high school.

2a. Key Objective: Expand pathways for learning including community partnerships and enrichment programs.

- Expand connections with other schools, districts, and the community for differentiation, intervention, and extension opportunities.

2b. Key Objective: Ensure all staff empower students to be responsible citizens.

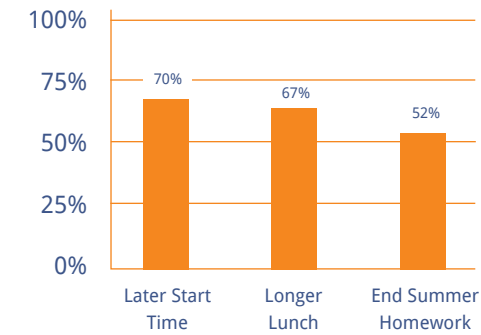
- Provide character-building experiences in academics, athletics, co-curricular, and civic organizations.
- Strengthen relationships with parents and students to support students as they become stewards of their own educational experience.
- Adjust the high school guidance department to a more specialized model for individual areas of support and guidance on the future.



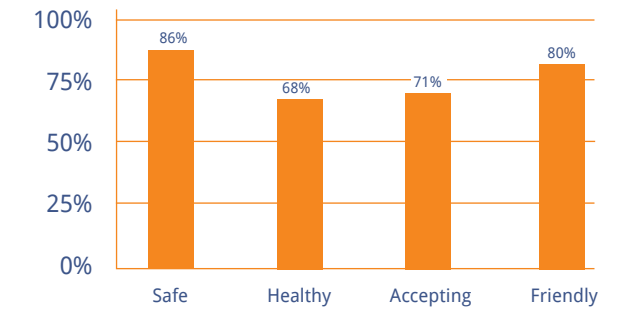
FOCUS AREA 3: HEALTHY LEARNING ENVIRONMENTS

2016 Community Project Student Survey Results (grades 4-12)

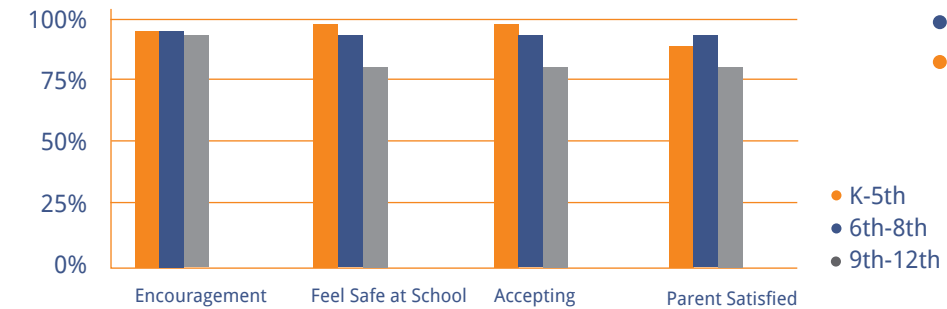
Student Requests



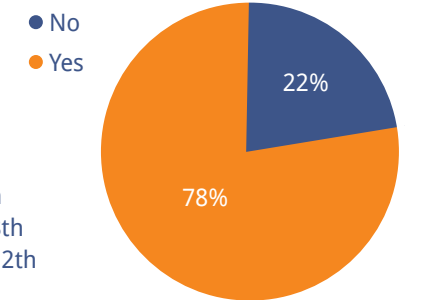
Student Rating on Classroom Environment



2014-15 School Quality Survey (K-12)



Student Rating on Adequate Safety



GOALS:

90% of students and staff will describe their classrooms as safe, healthy, accepting, and friendly.

90% of students and staff will report having adequate safety drills in their schools.

3a. Key Objective: Ensure that all of our facilities are safe and accessible. Implement consistent protocols and resources for school safety in each building.

- Practice emergency protocols regularly and in collaboration with nearby emergency responders.
- Create a reporting system for any member of the school community to report a safety concern.

3b. Key Objective: Foster an inclusive, positive environment for all staff and students.

- Prevent and respond to issues of mistreatment and substance use through proactive education.
- Provide educational opportunities for students, teachers, families, and community members to learn about issues of public health and safety, as well as cyber security.
- Provide time and resources for students and staff to exchange ideas and experiences.

3c. Key Objective: Attend to the social and emotional well-being of our students.

- Lengthen lunch periods in our middle and high schools.
- Revisit our homework policies and purposes.
- Require administrative permission for any summer or vacation homework assigned.
- Form a committee to explore a later school start time (2018-19).
- Advise parents and students about making responsible choices relative to classes and extra-curricular activities.

FOCUS AREA 4: UNIFIED SCHOOLS AND COMMUNITIES

2016 Community Project Student Survey Results (grades 4-12)

When asked what RSU 21 could improve upon in the next 5 years,

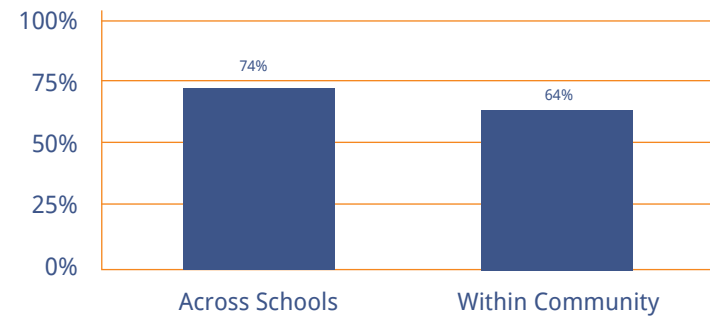
Students noted:

- More connections among schools in our district.
- More equity across our schools in resources and programs.
- More connections among younger and older students in our schools.

Teachers noted:

- More formalized communication within and between schools.
- Continued work on school culture and climate.
- A means to share information about our schools with the public.

Percentage of Students who Report Feeling Connected



GOALS:

90% of students will report feeling more connected with other schools in our district for projects and activities.

75% of students will report feeling more connected with members of the community for projects and activities.

4a. Key Objective: Promote district-wide equity in our schools.

- Build schools of equitable quality.
- Establish consistent structures and processes.
- Monitor the distribution of resources and the needs of each building.

4b. Key Objective: Strengthen relationships among students, families, staff, and community partners to support student success.

- Continue to build relationships among all schools in the district through shared experiences for students, families, and teachers.
- Foster community, civic, and business partnerships that will maintain a positive impact on student outcomes.
- Develop a media plan to educate the community on the successes of our schools.

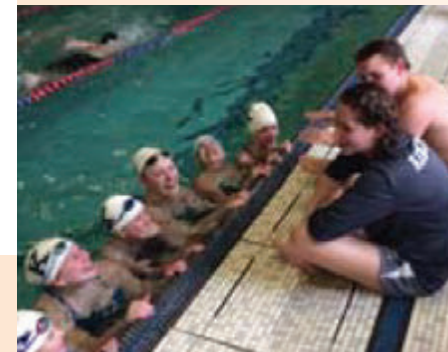
4c. Key Objective: Build upon a culture of collaboration and positive school climate.

- Provide a staff, student, and parent survey on school culture and use the results to identify strengths and needs of the district as well as individual schools.
- Build upon formalized communication processes within and between schools in the district.



Our Elementary Schools

- Score among the top schools in Maine on state assessments
- Elementary World Language
- Elementary STEM Programs
- Aligned, cohesive, and research-based curriculum
- 1:1 Laptops Grades 1-12
- Strong community partnerships and service learning projects
- Robust intervention and enrichment programs
- Focus on Responsive Classroom, resiliency, and emotional development
- Maine's only school district with two National Blue Ribbon nominated elementary schools



Middle School of the Kennebunks

- Maine's only IB Middle Years Programme
- Maine's only in-school Apple Certified Center for Innovation and Design
- STEM and 3-D printing classes
- Project-based, community service learning projects
- Environmental science and solar energy studies
- Camp Kieve leadership experiences, ropes courses, and artists in residence
- More than 25 athletic offerings, a variety of clubs, and a strong performing arts program



Kennebunk High School

- Accredited by NEASC, IB, Department of Education
- One of only three high school IB programs in Maine; our students compete internationally and 88% advance to 2 or 4 year colleges
- Two-year core academic program followed by multiple pathways during years 3 and 4, including early college, advanced placement, vocational, apprenticeships, and a STEM diploma
- Comprehensive athletics, performing arts, and club offerings

Thank you for taking the time to review our Strategic Plan. Our previous Strategic Plan was developed immediately following the consolidation of our schools into Regional School Unit 21. The 2010-2015 Strategic Plan served as a guidepost for the district in the early years, providing a focus for alignment, student growth, and positive outcomes. Progress was realized in all goal areas and many of the targets in the 2010-2015 plan have been met or surpassed. This Plan will continue our forward momentum through the next five years. Both the 2010-2015 and 2016-2021 Plans can be found on our website or obtained from our district office. Thanks to the Strategic Planning Committee for leading us through this work.





Regional School Unit 21

Arundel, Kennebunk, and Kennebunkport

For more information call 207-985-1100 or visit www.rsu21.net

Strategic Planning Committee:

Kennebunkport

Peter Fellenz, Board Member
Bryce Lenzen, Resident
Stuart Barwise, Selectman

Arundel

MaryBeth Luce, Board Member
Ira Camp, Resident
Velma Jones-Hayes, Selectman

Kennebunk

Frank Drigotas, Board Member
Jennifer Peacock Lyons, Resident
Shiloh Schulte, Selectman

Administration

Katie Hawes, Superintendent
Phil Potenziano, Asst. Superintendent
Sue Martin, Special Services, Kennebunkport
Jamie Jensen, Technology, Arundel
Steve Marquis, Principal, Kennebunk

Teachers

Meg Parkhurst, Elementary Teacher, Kennebunk
Mary McCarthy, Middle School Teacher, Kennebunkport
Megan Murray, High School Teacher, Kennebunk

Student: Kyle Ryan, KHS, Kennebunk