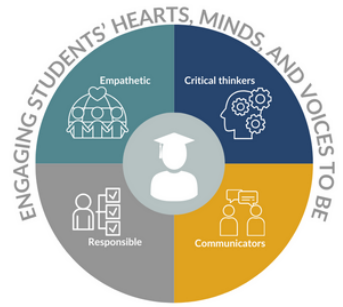


Strategic Plan Goals

2023 - 2028



Overarching Academic Goal

To provide curriculum, instruction, and assessment that is rigorous, engaging, and equitable for all learners across the SAU 70 School Districts.

Academic Goals:

1. **Curriculum** - our schools will engage all students by aligning our curricula to rigorous standards, ensuring equity, and providing multiple pathways to success.
2. **Instruction** - our schools will meet the needs of all learners by adopting and implementing best instructional practices.
3. **Assessment** - our schools will empower all students to demonstrate understanding in a variety of ways by implementing a balanced assessment system.
4. **Professional Development** - our district will empower staff to meet the needs of all students by providing access to high-quality professional development aligned to district, school, and individual goals.

Measurable Outcomes:

Goal 1:

- o Documentation of the summarized and full curriculum, including required and elective materials, will be provided publicly online in consistent, searchable templates.
- o Curriculum will be designed around equitable, student-centered curriculum, instruction, and assessment frameworks.
- o Curriculum will be aligned with national standards and accepted grade-level expectations across all schools and will be written with common and consistent vocabulary, standards, and assessments.
- o Connections across academic subjects will be evident and curriculum development will include interdisciplinary collaboration when possible.
- o Common templates will be used for curriculum and unit planning, scopes, and sequences.
- o Regular evaluations of the curriculum and an ongoing review and renewal cycle will be established.
- o Revised curricula will apply a global focus for subject matter to the extent feasible and appropriate.

Goal 2:

- o Current instructional practices and methodologies will be documented.
- o A student-centered instructional framework will be implemented that allows students to learn in multiple ways.
- o Instructional coaching and peer observation will be used to ensure that teachers and support staff are familiar with and well-prepared to implement best practices.
- o Multiple instructional modalities will be used in all classes to the extent practical and appropriate.
- o Our recently approved Supervision and Evaluation System will be fully implemented.

Goal 3:

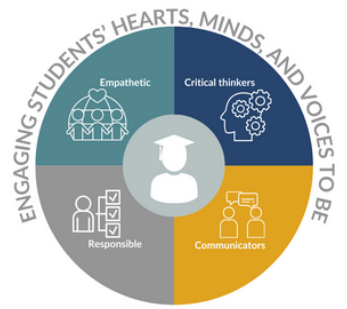
- o Current assessment practices will be reviewed and documented in an SAU-wide assessment plan.
- o Rubrics for multiple types of assessment will be developed and aligned across schools, grades, and subjects as appropriate.
- o A student-centered and balanced assessment system will allow students to demonstrate understanding in multiple ways.
- o A system for the secure collection and storage of student achievement data will enable appropriate analysis.
- o Regular evaluations of student assessment and an ongoing review cycle will be established.

Goal 4:

- o Certified staff will be empowered to create or adapt their own professional development opportunities and strategies based on best practices and student needs.
- o Professional development will be aligned with individual and school-wide goals to the extent feasible and practical.
- o New and realigned staff will be supported with appropriate professional development opportunities to fulfill these goals

Strategic Plan Goals

2023 - 2028



Overarching Student Support Goal

To provide instruction, co- and extra-curricular programs, professional development and other forms of support, that include social emotional learning, mental and physical health and wellness, and community-building.

Student Support Goals:

1. All school programs are accessible to all students.
2. Purposeful and intentional Social Emotional Learning (SEL), as well as physical and mental health learning, will be provided with many opportunities for practice. All learning will include clearly defined skill development and application. While different in implementation of concepts, the four schools will work together as to which skills are developed as students progress through the system.
3. District policies and procedures will reflect district social emotional needs and will be reviewed regularly.
4. Collaborative school communities and connections between schools and across schools, homes, and community will be strengthened.

Measurable Outcomes:

Goal 1:

- Regular evaluations of the curriculum, instruction and assessment, as well as co-curricular programs, will include an assessment of equity of access.
- All types of learners are able to access information and instruction in ways that allow learning in ways that are best for them, without stigma

Goal 2:

- Annual assessment of SEL skills and whether students believe they were able to access the supports they needed in order to succeed in our schools
- Reviews of existing data (e.g., PBIS) with an eye for identifying students we are not successfully reaching and making appropriate changes
- Annual survey of teachers to determine their use of and professional development needs regarding SEL
- Annual survey of parents/guardians regarding school climate and culture.
- SEL will be considered in all student academic and co-curricular program evaluations.

Goal 3:

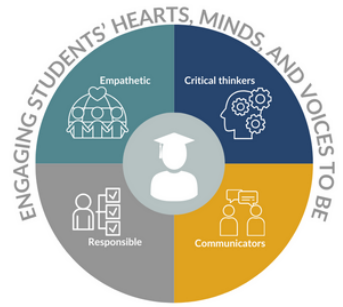
- The SAU 70 Policy Committee will consider SEL when they review policies each year, especially in Series G, I, and J.
- Annual staff
- will include a review of available student supports and our legal obligations with regard to IEPs, 504 plans, and non-discrimination policies.

Goal 4:

- Annual survey of community members about their interactions with our four schools.
- Annual surveys of students about their feelings of belonging and being valued, as well as SEL skill development and use.

Strategic Plan Goals

2023 - 2028



Overarching Facilities Goals

To provide facilities, grounds, and environment that are sustainable, fiscally responsible, and that enhance our curricular and extracurricular goals for each student to achieve success.

Facilities Goals:

1. Provide and ensure access to buildings and grounds that address the curricular and extra-curricular goals within the districts.
2. Embrace sustainable measures as updates are made to facilities and grounds.
3. Ensure that future facilities and grounds upgrades are tied into annual budgetary needs.
4. Create and sustain a safe, secure, and healthy environment.

Measurable Outcomes:

Note: A Facilities Audit will be completed during the 2022-23 school year and a draft Capital Improvement Plan (CIP) will define specific improvements to buildings and grounds by June 2023. This audit will create a baseline to measure success in goals one through four.

Goal 1:

- Adequate space is provided for meal preparation and dining needs.
- Adequate spaces are provided for outdoor learning, playgrounds, and athletics. Classroom spaces align with class size policies.
- Schools meet student capacity needs. Appropriate spaces are provided for music, arts, sports, etc.
- Technology capabilities are adequate for classrooms, auditoriums, and other spaces. Adequate transportation is provided to meet the needs of the student body at the High School, both during the school day and for extracurricular activities. (Consider how long students ride the bus and how far the bus stops are from their houses.)
- Reasonable access to parking is provided at all schools for staff and guests.

Goal 2:

- Monitoring of energy use will indicate decreased overall usage, and/or greater usage of clean energy.
- The districts will reduce their carbon footprint by embracing efficiency measures to the greatest extent possible.

Goal 3:

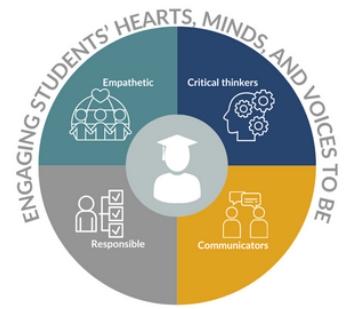
- The Capital Improvement Plan will determine future projects, which will assist with building sustainable and responsible budgets.
- Reserves are bolstered to pay for facility improvements to reduce the fluctuation in budgets.

Goal 4:

- Perform favorably on State and other system audits.

Strategic Plan Goals

2023 - 2028



Overarching Organizational Goal

To ensure that the leadership, governance, financial, and administrative functions of the organization support the attainment of the academic, student support, and facility goals established in this Plan.

Organizational Alignment and Effectiveness Goals:

1. The board and administration will review and align structures and processes to improve efficiency and effectiveness.
2. The SAU 70 Human Resources department will support the continuous improvement of our organization through effective recruitment and retention of highly qualified employees.
3. The board and administration will improve community and stakeholder engagement.
4. Financial and asset management will support the implementation and attainment of the SAU 70 Academic, Student Support, Facilities, and Organizational goals.

Measurable Outcomes:

Note: A Non-Union Compensation Audit will be completed during the 2022-23 school year to assess salary structures and fringe benefits and develop comparisons with comparable organizations. This audit will provide data that will provide a baseline for some of the committee's outcome measures.

Goal 1:

- o Board meetings will be focused and efficient.
- o Board, central office and school administration initiatives will be aligned with strategic plan goals, and each will develop specific strategies, outcome measures, and budgetary considerations.
- o The board will obtain a legal review to determine options for improving the SAU 70 governance structure.
- o The administration will report annually on each central office department with regard to efficiency and effectiveness.
- o Schools and boards will assess SAU services positively.

Goal 2:

- o We will invest in every team member's professional development annually.
- o The administration will complete a leadership development and succession plan for each central office department and school leadership team.
- o SAU 70 will report annually on the diversity, stability, and job satisfaction of its workforce.
- o In addition to maintaining accurate job descriptions, each department will document ongoing operations and procedures.

Goal 3:

- o The board and administration will expand communication and engagement structures beyond regular board meetings and seek related feedback by survey.
- o The administration will create methods to seek decision-making input from staff, students, and other district stakeholders and report such input quarterly.

Goal 4:

- o Financial and asset management will be aligned with strategic plan goals.
- o Central office and building office staff will develop business continuity plans and provide appropriate cross-training, which will be reported annually.
- o The SAU 70 Business Office organizational structure will be reviewed, optimized, and reported to the board in advance of the 2024-2025 budget process.