

Together, We Will Build the Bridge to a Brighter Tomorrow



STRATEGIC PLAN

2023 –2028

RSU No. 67 School Board Approved

May 3, 2023

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RSU NO. 67 - STRATEGIC PLAN - 2023 - 2028

Letter of Introduction..... **3**

Strategic Planning Committee Members..... **4**

Background and Summary of the Strategic Planning Process..... **5**

Mission Statement..... **6**

Core Values..... **6**

Vision Statement..... **7**

Theory of Action Statement..... **7**

Strategic Plan Focus Areas..... **7**

Safe, Secure, and Welcoming Learning Environments
Strategic Goal #1 Action Plan..... **8**

High-Quality and Engaging Educational Programming
Strategic Goal #2 Action Plan..... **9**

Recruit, Support, and Retain the Best Support Staff, Teachers, and Administrators
Strategic Goal #3 Action Plan..... **11**

Long-Term, Future-Focused Planning
Strategic Goal #4 Action Plan..... **12**

Fiscal Integrity
Strategic Goal #5 Action Plan..... **13**

Well-Maintained Facilities
Strategic Goal #6 Action Plan..... **14**

RSU No. 67 - STRATEGIC PLAN - 2023 - 2028



April 10, 2023

Dear RSU 67 staff, students, families, and community members,

It is with great enthusiasm and pleasure that I present this newly developed RSU 67 Strategic Plan for the 2023-2028 school years. This Strategic Plan represents many long hours of critical review and analysis of student performance data, fiscal management, the condition of our facilities, the needs of the communities we serve, as well as input from staff, administrators, students, families, the School Board, and community members.

This document represents a tremendous amount of work from committed members of the RSU 67 school community but also includes substantial input from staff, students, administrators, families, and community members. Your input was an essential part of this process in creating a plan that truly addresses the concerns, expectations, and dreams of the entire RSU 67 school community. This was undoubtedly a community effort. I want to thank the other 13 members of the strategic planning development team and the entire RSU 67 school community for their time, thoughtful input, and work in developing this roadmap for the future.

Within this Strategic Plan document, you will find an explanation of the process the district used to complete the work, a newly developed mission and vision statement, and an updated list of RSU 67 Core Values. Also included is an RSU 67 Theory of Action, which provided the foundation for the focus areas, strategic goals, and strategic objectives that complete our strategic plan.

Every section of this strategic plan was accomplished through collaboration, a commitment to continuous improvement, and a shared desire to make RSU 67 the best it can be through implementing a rigorous mission and vision. This plan highlights lofty strategic goals and objectives that we believe when implemented, will lead to district improvement. I want to thank the entire RSU 67 for trusting the committee to lead this work, and as we implement this roadmap together, I look forward to the future of RSU 67.

Respectfully,

Paul Austin, Ph.D.
Superintendent of Schools
RSU No. 67

Strategic Planning Committee

Regional School Unit No. 67

2022 - 2023

Participants

Paul Austin, Ph.D.	Superintendent of Schools
Heather Rockwell, Ed.D	Director of Curriculum and Academic Achievement
Ann Sutherland	Special Education Coordinator
Dianne Buck	RSU 67 School Board
William Chubbuck	RSU 67 School Board
Patricia Nobel, M.D.	RSU 67 School Board
Peter Loiselle	Principal - Ella P. Burr
Sarah Hainer	Principal - Mattanawcook Junior High
Matthew Arsenault	Principal - Mattanawcook Academy
Jessica Johnson	Teacher - Mattanawcook Academy
Jessy Alexander	Counselor - Mattanawcook Academy
Jessica Carmichael	Teacher - Mattanawcook Junior High
Colleen Cuccinello	Teacher - Ella P. Burr
Brian Sweep	Parent Representative

Background and Summary of the Strategic Planning Process

RSU No. 67 is located in northern Penobscot County in the town of Lincoln, Maine, approximately 45 miles north of the city of Bangor. The district serves approximately 950 students from the communities of Lincoln, Chester, and Mattawamkeag, as well as several children on tuition from other small towns in the region that do not have schools of their own. This beautiful part of the state is known for its 4-season outdoor recreational opportunities in our vast woodlands and many bodies of water in and around the region. With the gateway to the Katahdin region and Baxter State Park just a few miles to our north, Lincoln is the ideal location for outdoor lovers to live, work, play, and raise a family. Although the closure of the paper mills decades ago resulted in a decline in the number of students we serve, our district enrollment is holding steady. In the current year, our student population has risen by nearly 2%, a trend we see continuing in the years to come. Our schools are the heart of the communities we serve. We are so fortunate to receive such outstanding community support, an essential component of district improvement.

The strategic planning process began prior to the global pandemic and was halted in 2020 and much of 2021 as a result of the pandemic. As school began again in September of 2021, a new planning committee was formed and work resumed with a process for collecting data from stakeholders. The district actively sought input from a variety of stakeholders about what they, the collective RSU 67 community, identified as priorities, and what they thought the district should be in the future. For this, the district conducted district and community surveys, held staff workshops and in-person community meetings, visited classrooms, and met with students. Although the planning committee began the process of analyzing the data during the winter of 2022, the work was halted again in the spring of 2022, following the resignation of the Superintendent.

Work on the strategic plan restarted in the fall of 2022 under the leadership of the newly hired Superintendent. The strategic planning committee restarted the process of reviewing, analyzing, and synthesizing the data already collected, and when completed, the planning committee drafted a new RSU No. 67 mission and vision statement based on the input collected from students, staff, parents, and community members. With the new draft mission and vision statements in hand, the committee began the work of drafting the goals and objectives, which is the final component of the five-year strategic plan.

The RSU No. 67 Strategic Planning Committee is proud to present the RSU 67 Strategic Plan.

Mission Statement and Core Values

The RSU No. 67 Strategic Planning Committee solicited and reviewed data collected from staff, students, families, and community members, and based upon the broad feedback from stakeholders, developed the following mission and vision statements:

Mission Statement

A mission statement is a descriptor of who we are as an organization and the reasons for our existence. A mission statement helps others understand who we are, what we do, and what we hope to accomplish. The RSU No. 67 Mission Statement is:

In partnership with students, staff, families, and our communities, RSU No. 67 provides a safe, welcoming, and engaging learning environment to inspire all students to be involved, contributing members of society.

Core Values

The RSU No. 67 Core Values represent the priorities of our organization. These Core Values are critical to our success and are intertwined in all that we do. Our Core Values are our foundation and play an essential role in building strong and lasting relationships with staff, students, families, and our communities. Based upon input from stakeholders, the RSU No. 67 Strategic Planning Committee created the following Core Values:

<ul style="list-style-type: none">● Student-Centered● Innovative● Creative● Collaborative● Kind● Compassionate	<ul style="list-style-type: none">● Respectful● Engaged● Committed● Accountable● Thoughtful● Responsive
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Vision Statement, Theory of Action, and Strategic Focus Areas

Vision Statement

A vision statement is a statement about the long-term goals of the district. It is a statement about who we want to be and what we strive to do as an organization. Our new vision statement is:

RSU No. 67 strives to excite and inspire learning through a rigorous, relevant, and future-focused curriculum that empowers students to be active participants, critical thinkers, and problem solvers who are well-prepared to pursue their aspirations.

Theory of Action

An organizational theory of action is the development of strategies that, once implemented, will help the district improve and meet its mission. Theory of action is the process of connecting what we plan to do with what we want to accomplish. Our RSU No. 67 Theory of Action is:


RSU No. 67 will provide a safe, welcoming, and engaging environment that inspires our students to be involved, contributing members of society. We are dedicated to an educational program that supports diversity, equity, and academic excellence. We will invest in and support educators who provide high-quality educational experiences to all children. We are dedicated to long-term planning to meet the needs of future generations, ensuring fiscal integrity, and supporting well-maintained facilities.

Strategic Plan Focus Areas


This section of the strategic plan outlines the district's five-year plan to achieve its mission and vision. For this, we highlight 6 "focus areas" that the district will expand upon to meet the mission and vision. For each focus area, there is an overarching strategic goal, followed by a set of strategic objectives. Based upon the data collected from staff, students, parents, and the community, the strategic planning committee will focus on achieving the district mission and vision:

- Focus Area #1 – Safe, Secure, and Welcoming Learning Environments.
- Focus Area #2 – High-Quality and Engaging Educational Programming.
- Focus Area #3 – Recruit, Support, and Retain the Best Support Staff, Teachers, and Administrators.
- Focus Area #4 – Long-Term, Future-Focused Planning.
- Focus Area #5 – Fiscal Integrity.
- Focus Area #6 – Well-Maintained Facilities.

RSU No. 67 - STRATEGIC PLAN - 2023 - 2028

<p align="center">Focus Area # 1</p> 	<p align="center">Safe, Secure, and Welcoming Learning Environments</p>	
<p>Strategic Goal(s)</p>	<p><i>To ensure that all RSU No. 67 facilities are safe, secure, and welcoming environments for all students, staff, families, and community members.</i></p>	
<p>Strategic Objective(s)</p>	<p align="center">Action Steps and Timeline</p>	<p align="center">Responsibility</p>
<p>1.1 All RSU 67 schools will implement safety and security plans that follow current guidance of best practices for managing crises, school safety, and school security.</p>	<p>1a. RSU 67 will assemble a Safety and Security Team, composed of district/school administration, local law enforcement, and 2 staff representatives from each school. This will be completed by May 1, 2023.</p> <p>1b. The district Safety and Security Team will meet on or before August 15 each year to review, evaluate, and revise, as necessary, school safety and security plans.</p> <p>1c. The Safety and Security Team will provide a copy of each school's safety and security plan to the Superintendent on or before September 1 of each year.</p> <p>1d. The RSU 67 School Board will review, approve, and implement safety and security plans each year on or before October 1.</p>	<p>District and School-Based Administration, teachers, local law enforcement, and School Board</p>
<p>1.2 RSU 67 will provide training regarding safety and security procedures to all staff and students and will provide an overview of procedures to parents and community members.</p>	<p>2a. Each school in RSU 67 will review safety and security plans, procedures, and protocols with staff and students in the fall, winter, and spring of each year.</p> <p>2b. Each RSU 67 school will hold a public meeting with parents and community members to provide an overview, as appropriate, of school safety and security procedures and protocols on or before October 31 of each year.</p>	<p>Building Administrators</p>
<p>1.3 RSU 67 will strive to ensure that all facilities are welcoming to all staff, students, parents, and members of the community.</p>	<p>3a. Each RSU 67 school and the district office will develop and conduct a survey of staff, students, and parents on or before May 1 of each year to solicit feedback about their perceptions of how welcoming our schools are to them.</p> <p>3b. By May 21 of each year, school and district staff and administration will review the results of their surveys and if needed, develop an action plan to address any areas needing improvement. This action plan shall be submitted to the Superintendent for review on or before June 15 each year.</p> <p>3c. By August 15 of each year, the Superintendent shall provide a report for the School Board, providing a general overview of the results of each survey and the plans developed by schools to address areas of concern.</p>	<p>School, district staff, and administration</p> <p>School, district staff, and administration</p> <p>School administration, Superintendent, School Board</p>


RSU No. 67 - STRATEGIC PLAN - 2023 - 2028

<p>Focus Area # 2</p> 	<p align="center">High-Quality, Engaging Educational Programming</p>	
<p>Strategic Goal(s)</p>	<p><i>RSU 67 will meet the needs of all learners through high-quality learning experiences that are engaging, student-focused, and relevant, while ensuring the support necessary to assist each student in achieving to their fullest potential.</i></p>	
<p>Strategic Objective(s)</p>	<p>Action Steps and Timeline</p>	<p>Responsibility</p>
<p>2.1 RSU No. 67 will implement a PreK-12 curriculum that is aligned with state standards, including a scope and sequence for all content areas, and across all grade levels.</p>	<p>2.1a: By August 30, 2023, RSU 67 will review, evaluate, and revise the PreK-12 curriculum so that all programming is clearly articulated, rigorous, and relevant.</p> <p>2.1b: By August 30, 2023, RSU 67 will publish a scope and sequence for all content areas across all grade spans</p> <p>2.1c: By August 30, 2023, RSU 67 will provide opportunities for professional development to educators in the implementation of the new curriculum and scope and sequence.</p> <p>2.1d By August 30, 2023, the new PreK-12 curriculum will be implemented for all grades.</p>	<p>Director of Instruction; Education Sub Committee; School Board; Superintendent; Building Administrators; Teachers</p>
<p>2.2 The district will implement, monitor, and revise as needed, a high-quality, Multi-Tiered System of Support (MTSS), delivered with fidelity to every student.</p>	<p>2.2a: Each year, the RSU 67 MTSS team will meet bi-monthly to review the implementation and service delivery of interventions across the district.</p> <p>2.2b: By June 1, 2024, 65% of all students in grades K-10 will achieve scores that are on or above grade level in Math and ELA.</p> <p>2.2c: By June 1, 2025, 70% of all students in grades K-10 will achieve assessment scores that are on or above grade level in Math and ELA.</p> <p>2.2d: By June 1, 2026, 75% of all students in grades K-10 will achieve assessment scores that are on or above grade level in Math and ELA.</p> <p>2.2e: By June 1, 2027, 80% of all students in grades K-10 will achieve assessment scores that are on or above grade level in Math and ELA.</p> <p>2.2f: By June 1, 2028, 85% of all students in grades K-10 will achieve assessment scores that are on or above grade level in Math and ELA.</p>	<p>Director of Instruction; Education Sub Committee; School Board; Superintendent; Building Administrators; MTSS Team</p>


RSU No. 67 - STRATEGIC PLAN - 2023 - 2028

<p>2.3 All RSU No. 67 educators will have the skills, support, and resources necessary to meet the diverse needs of all learners</p>	<p>2.3a: By October 31 of each year, beginning in 2023, all staff will be provided professional development opportunities in the use of differentiated instruction, MTSS, state assessments, classroom monitoring, and special services in order to meet the needs of all students.</p>	<p>Superintendent; Director of Instruction; Building Administrators</p>
<p>2.4 RSU No. 67 will provide academic, social, and behavioral support services that are individualized and designed to meet the unique academic and social/emotional needs of each student.</p>	<p>2.4a: By September 2023, RSU 67 will assemble a Support Services Study Committee (SSSC), with representation from counseling, special education, general education, and school and/or district administration. This committee will review and evaluate current services.</p> <p>2.4b: By December 2024, the SSSC will provide a comprehensive report to the Superintendent, including recommendations for revision, reduction, or addition to support services that meet the needs of students.</p> <p>2.4c: By March 2025, the Superintendent will review the recommendations of the SSSC and develop a budget sequence strategy to secure funding for needed positions that will provide academic, social, and behavioral support to students.</p>	<p>Superintendent; Director of Instruction; Building Administrators; Teacher Leaders; Teachers/Support Staff</p>
<p>2.5 RSU No. 67 will improve student attendance and engagement by offering co-curricular and extracurricular activities that are based on the interests of students, and adequately meet the diverse needs of our entire student body.</p>	<p>2.5a: By June 30, 2025, and through the use of desired extra and co-curricular activities, the district will reduce chronic absenteeism and the dropout rate by 20%.</p> <p>2.5b: By June 30, 2026, and through the use of desired extra and co-curricular activities, the district will reduce chronic absenteeism and the dropout rate by 30%.</p> <p>2.5c: By June 30, 2027, and through the use of desired extra and co-curricular activities, the district will reduce chronic absenteeism and the dropout rate by 40%.</p>	<p>Superintendent; Director of Instruction; Building Administrators; Teacher Leaders; Teachers</p>


RSU No. 67 - STRATEGIC PLAN - 2023 - 2028

<p align="center">Focus Area # 3</p> 	<p align="center">Recruit, Support, and Retain the Best Support Staff, Teachers, and Administrators</p>	
<p>Strategic Goal(s)</p>	<p><i>RSU 67 will successfully recruit, hire, support, and retain the highest-quality support staff, teachers, and administrators who inspire, engage, and strive to meet the needs of all RSU 67 students.</i></p>	
<p>Strategic Objective(s)</p>	<p align="center">Action Steps and Timeline</p>	<p align="center">Responsibility</p>
<p>3.1 RSU No. 67 will fill all open positions with the best-qualified support staff, teachers, and administrators.</p>	<p>3.1a: By September 2024, the district will review hiring policies and procedures and recommend changes as needed.</p> <p>3.1b: The district will attend at least one college job fair each year.</p> <p>3.1c: The district will actively seek to increase the number of practicum and student teachers in our schools. In addition, the district will encourage current RSU 67 teachers to become supervising teachers in our region.</p>	<p>District Administration; School Administrators; Director of Instruction</p>
<p>3.2 RSU No. 67 will actively recruit and promote professional growth in support staff and teachers.</p>	<p>3.2a: By September 2024, the district will develop and implement a career “grow your own” program, designed to assist individuals in becoming certified educational technicians, teachers, and administrators.</p> <p>3.2b: By September 2024, the district will develop and implement a professional education academy to support all staff in career advancement.</p>	
<p>3.3 RSU No. 67 will provide wages and compensation packages that are regionally competitive in all job categories.</p>	<p>3.3a: By June 30, 2024, the Negotiations Sub Committee of the School Board will conduct a review of salary and benefits packages in the state and region across all RSU 67 positions.</p> <p>3.3b: By December 31, 2024, the district will provide a report of findings and make recommendations to ensure that wages and benefit packages in RSU 67 are competitive and attractive to a greater number of applicants.</p> <p>3.3c: Each year, beginning in October 2025, the Salary and Negotiations Sub Committee will review and provide updates on salary and benefits trends across the region.</p>	<p>Negotiations Committee; School Board; Superintendent; MEA Leadership; Building Administrators; Central Office Staff</p>

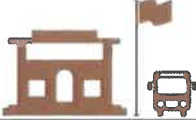
RSU No. 67 - STRATEGIC PLAN - 2023 - 2028

<p align="center">Focus Area # 4</p> 	<p>Long-Term, Future-Focused Planning</p>	
<p>Strategic Goal(s)</p>	<p><i>Through continuous review and thoughtful planning, RSU 67 will be prepared for, and adapt to, the fast-changing needs of our students and school system well into the future.</i></p>	
<p>Strategic Objective(s)</p>	<p align="center">Action Steps and Timeline</p>	<p align="center">Responsibility</p>
<p>4.1 RSU No. 67 will implement, review, progress monitor and revise as needed, the RSU 67 Strategic Plan.</p>	<p>4.1a: The Strategic Planning Future-Focused Committee will meet on a quarterly basis, beginning no later than September 30, 2023, to review the strategic plan and ensure implementation as appropriate.</p> <p>4.1b: The Future-Focused Committee will provide two updates each year to the RSU 67 School Board, and provide a written update of progress by June 30, annually.</p> <p>4.1c: On or before August 1 of each year, the Future-Focused Committee will make available, to the public, a copy of the written progress report.</p>	<p>Strategic Planning Future-Focused Committee; Superintendent, District and School Administration, School Board</p>
<p>4.2 RSU No. 67 will develop and implement a five-year technology plan.</p>	<p>4.2a: By December 2023, the district will develop, present to the School Board, and publish for the public, a five-year technology plan to meet the needs of our students through 2028.</p> <p>4.2b: By June 30, 2024, and each year thereafter of this plan, the RSU 67 Technology Director will provide a written report of progress toward meeting the goals of the long-range plan.</p>	<p>RSU 67 Technology Director; Superintendent of Schools</p>
<p>4.3 RSU No. 67 will develop and implement a review cycle to ensure a rigorous curriculum that prepares students for future careers and aspirations.</p>	<p>4.3a: By June 2024, the Director of Instruction will provide a five-year curriculum review plan.</p> <p>4.3b: By June 30, 2025, the Director of Instruction will provide a written report highlighting the progress made, and make recommendations for revision as necessary.</p> <p>4.3c: By December 2025, and each December thereafter, the Director of Instruction will provide a comprehensive progress report to the School Board.</p>	<p>Director of Instruction; School Board Education Committee; Curriculum Teacher-Leaders; Principals; Superintendent</p>
<p>4.4 RSU No. 67 will establish a five-year financial stability plan that identifies long-term spending trends and the expected resources needed to meet the needs of our students in the future.</p>	<p>4.4a: By June 30, 2025, the district will develop a five-year financial plan, including anticipated long-term projects, or other major expenses expected.</p> <p>4.4b: By June 30, 2024, and each year thereafter, the district will review regional population data.</p> <p>4.4c: By June 2025, the district will conduct a study to predict the 10-year district enrollment.</p>	<p>Finance Committee; Superintendent; School Board</p>

RSU No. 67 - STRATEGIC PLAN - 2023 - 2028

<p>Focus Area # 5</p> 	<p>Fiscal Integrity</p>	
<p>Strategic Goal</p>	<p><i>In an effort to meet the needs of our students, while ensuring accountability to our tax-payers and communities, RSU 67 will request, utilize, and manage fiscal resources in an efficient, responsible, and transparent manner.</i></p>	
<p>Strategic Objective(s)</p>	<p>Action Steps and Timeline</p>	<p>Responsibility</p>
<p><i>5.1 Review policies and procedures to ensure compliance with all state and federal fiscal management rules and regulations.</i></p>	<p>5.1a: By December 31, 2023, the district will conduct a full review, and revise where needed, all fiscal policies and procedures related to fiscal management.</p> <p>5.1b: By December 31 of each year, the district will conduct a financial audit of fiscal management and procedures.</p> <p>5.1c: Beginning on February 28, 2024, the district will annually present the audit findings to the School Board and make the results publicly available.</p>	<p>Policy Committee; Finance Committee; Business Office; Superintendent; School Board; District and Building Administration</p>
<p><i>5.2 RSU No. 67 will develop an annual budget that is prioritized to meet the needs of all students.</i></p>	<p>5.2a: By November 30 of each year, the district will conduct a review of all programs as part of the budget process to ensure that resources are best used to meet the needs of students.</p> <p>5.2b: By August 31, 2024, the district will conduct an initial triennial review and analysis of budget trends, needs, and spending.</p>	<p>Finance Committee; Business Office; Superintendent; School Board; District and Building Administration</p>
<p><i>5.3 Develop and implement a five-year fiscal management plan to coincide with the RSU 67 Strategic Plan which outlines expected expenditures, challenges, and major projects.</i></p>	<p>5.3a: By October 31, 2023, the district will develop a comprehensive financial management plan and present the plan to the School Board for approval.</p> <p>5.3b: Beginning January 31, 2024, the School Board will annually review the progress of the RSU No. 67 Strategic Plan, discuss financial trends, and adjust the plan as needed.</p>	<p>Finance Committee; Business Office; Superintendent; School Board; District and Building Administration</p>

RSU No. 67 - STRATEGIC PLAN - 2023 - 2028

<p>Focus Area # 6</p> 	<p>Well-Maintained Facilities</p>	
<p>Strategic Goal</p>	<p><i>RSU 67 will provide and maintain facilities that are safe and secure, and support student learning and activities.</i></p>	
<p>Strategic Objective(s)</p>	<p>Action Steps and Timeline</p>	<p>Responsibility</p>
<p><i>6.1 Develop and implement a five-year facilities plan.</i></p>	<p>6.1a: By October 31, 2023, the five-year plan will be developed and presented to the School Board for review and approval.</p> <p>6.1b: Beginning on October 31, 2024, the Operations Committee will annually review the plan, evaluate progress, and make recommendations for revisions as needed.</p> <p>6.1c: By January 31, 2024, and each December 31 thereafter, the Operations Committee and the Facilities Director will provide the School Board with a comprehensive report of progress, including recommended revisions.</p>	<p>Operations Committee; School Board; Director of Facilities and Transportation; Superintendent; Buildings and Grounds Supervisors</p>
<p><i>6.2 Maintain a Capital Reserve Fund for major capital projects.</i></p>	<p>6.2a: Annually, the Operations Committee and the Director of Facilities and Transportation shall provide recommendations for major capital projects based upon the five-year facilities plan, and/or unforeseen facilities issues.</p> <p>6.2b: By June 30 of each year, the Operations Committee and Director of Facilities and Transportation will provide a comprehensive report of progress on all capital projects to the School Board.</p> <p>6.2c: Each year the Superintendent will review all recommended capital project requests and provide the School Board with budgetary options as appropriate.</p>	<p>Operations Committee; Director of Facilities and Transportation; Superintendent; School Board</p>