

**REGULAR MEETING OF RSU NO. 5 BOARD OF DIRECTORS
WEDNESDAY– AUGUST 23, 2023
HILTON GARDEN INN
5 PARK STREET - FREEPORT, ME
4:00 P.M. REGULAR SESSION
AGENDA**

1. **Call to Order:**
The meeting was called to order at _____ p.m. by Chair Michelle Ritcheson

2. **Attendance:**

___ Colin Cheney	___ Elisabeth Munsen
___ Candace deCsipkes	___ Maura Pillsbury
___ Malik Farlow	___ Michelle Ritcheson
___ Danielle George	___ Kelly Sink
___ Susana Hancock	___ Madelyn Vertenten
___ Kara Kaikini	___ Teagan Davenport – Student Representative

3. **Pledge of Allegiance:**

4. **Consideration of Minutes:**
 - A. **Consideration and approval of the Minutes of June 14, 2023 as presented barring any errors or omissions.**

Motion: _____²nd: _____ Vote: _____

5. **Adjustments to the Agenda:**

6. **Good News & Recognition:**
NA

7. **Public Comments: (10 Minutes)**

8. **Reports from Superintendent:**
NA

9. **Administrator Reports:**
NA

10. **Board Comments and Committee Reports:**
NA

11. **Policy Review:**
NA

12. **Unfinished Business:**
NA

13. **New Business:**

A. **Board of Director Member Code of Ethics Acknowledgement**

B. **Boardsmanship - Michael Buescher, Drummond Woodsum**

Executive Session: (only the Boardsmanship portion of the agenda will be held in Executive Session)

Consideration and approval to enter into Executive Session as outlined in 1 M.R.S.A § 405(6)(E) to discuss legal roles and responsibilities of the School Board.

Motion: _____ 2nd: _____ Vote: _____

Time In _____ Time Out _____

C. **Board Self-Evaluation**

D. **RSU5 Board Committees**

Consideration of approval to add, delete, or consolidate committees and make annual appointments. (Board member names indicate committee members from the 2022-2023 School Year).

1. **Negotiations (2-3)**

Professional (Ritcheson, _____, Hancock)

Support (deCsipkes, Vertenten)

2. **Policy (3) (deCsipkes, Vertenten, Cheney)**

3. **Finance (3) (Pillsbury, Ritcheson, Munsen)**

(One member from each town)

4. **Strategic Communications Committee (2-3) (deCsipkes, Kaikini, Vertenten)**

5. **RSU5 Community Programs Advisory Committee (1) (Pillsbury)**

6. **Maine Region 10 Technical High School Board (2) (deCsipkes, _____)**

7. **Dropout Prevention Committee - BOOST (1) (_____)**

8. Stipend Review Committee (2) (_____, Munsen)

9. Freeport Cable TV Board (1) (Hancock)

10. Freeport Performing Arts Center Advisory Committee (1) (Vertenten)

11. Safety Committee (2) (Cheney, _____)

12. Wellness Committee (1) (Sink)

13. Sustainability (2) (Cheney, Hancock)

14. Diversity, Equity, Inclusion (2) (Cheney, Hancock)

Motion: _____ 2nd: _____ Vote: _____

E. Work Slated for the 2023-2024 School Year

- 1. Board Meeting Dates
- 2. Board Work Plan *DRAFT*

F. RSU5 Strategic Plan - *Overview*

- 1. Strategic Plan Goals and Objectives
- 2. Strategic Plan Support Document (w/Action Strategies)
- 3. RSU5 Board Goals 2023-2024 *DRAFT*
- 4. Strategic Plan Goal Progress
- 5. Timeline

14. Personnel:
NA

15. Public Comments: (10 Minutes)

16. Adjournment:

Motion: _____ 2nd: _____ Vote: _____ Time: _____

**RSU No. 5 Board of Directors Meeting
Wednesday, June 14, 2023 – 6:30 p.m.
Freeport High School - Cafeteria
Meeting Minutes**

(NOTE: These Minutes are not official until approved by the Board of Directors. Such action, either to approve or amend and approve, is anticipated at the August 23, 2023 meeting).

1. CALLED TO ORDER:

Chair Michelle Ritcheson called the meeting to order at 6:31 p.m.

2. MEMBERS PRESENT: Colin Cheney, Candace deCsipkes, Danielle George, Susana Hancock, Kara Kaikini, Elisabeth Munsen, Maura Pillsbury, Michelle Ritcheson, Kelly Sink, Madelyn Vertenten.

MEMBERS ABSENT: Paul Schulz. There was no Student Representative in attendance.

3. PLEDGE OF ALLEGIANCE:

Item #5 was moved here

5. ADJUSTMENTS TO THE AGENDA:

Addition of Item #4;

Additional resignations under Item #8.A.2;

Addition of Item #8.A. 4.

Addition of Item #15 A, B, C.

4. CONSIDERATION OF MINUTES:

VOTED: To approve the Minutes of June 7, 2023. (Hancock – Cheney) (10 – 0)

6. GOOD NEWS AND RECOGNITION:

A. Report from Board's Student Representative – No report.

7. PUBLIC COMMENT:

Durham - Nate Leger, Anthony Pringle

8. REPORTS FROM SUPERINTENDENT:

A. Items for Information

1. Freeport High School Scholarship Foundation Update - Stephanie Paine and Fred Palmer

2. Resignations:

Steve True - FHS Ed Tech

Isaac Porter - MSS Custodian

Maggie Simon - PES Administrative Secretary

Natasha Huber - DCS .5 Guidance Counselor

3. Safety Drills Update -Ray Grogan

4. Special Education Staffing Update - June Sellers

9. ADMINISTRATOR REPORTS:

A. Finance - Peggy Brown

10. BOARD COMMENTS AND COMMITTEE REPORTS:

A. Board Information Exchange and Agenda Requests

- Maddy Vertenten thanked the public for supporting the budget and reminded everyone to stay engaged in the process.

- Colin Cheney mentioned the Girls Lacrosse Team just beat Wells. Would like Region Ten updates.

- Michelle Ritcheson mentioned that FHS graduation was an amazing event.

- Maura Pillsbury mentioned Federal grants are open for electric buses.

11. POLICY REVIEW:

None

12. UNFINISHED BUSINESS:

A. VOTED: That the Computation and Declaration of Votes dated June 14, 2023 and attached hereto be approved.

That the Computation and Declaration of Votes be entered upon the records of Regional School Unit No. 5.

That a certified copy of the Computation and Declaration of Votes be sent to each of the Municipal Clerks of the member municipalities within Regional School Unit No. 5.

(Pillsbury – Vertenten) (10 – 0)

B. VOTED: That the Warrant for Assessment of Tax and the Assessment Schedule and Notice of Installments for each member municipality prepared by the Treasurer for fiscal year July 1, 2023 to June 30, 2024 be approved and be issued in form presented to this meeting; and that the Treasurer be authorized and directed to deliver to each member municipality its Warrant for Assessment of Tax and its Assessment Schedule and Notice of Installments. (Hancock – George) (10 – 0)

13. NEW BUSINESS:

A. VOTED: To authorize the Superintendent to hire staff between June 15, 2023 and the first Board meeting in September 2023. (Sink – Hancock) (10 – 0)

14. ORGANIZATIONAL BUSINESS:

A. & B. VOTED: To appoint Michelle Ritcheson as Chair and Elisabeth Munsen as Vice-Chair for the RSU No. 5 Board of Directors (to take effect July 1, 2023)

(Hancock – Peterson) (10 – 0)

Item #14 C. 1-14 Tabled until the August Retreat

C.15. &16. VOTED: To appoint Drummond Woodsum as the school attorney and Dr. Stephanie Phelps as the School Physician. (Sink – Hancock) (10 – 0)

15. PERSONNEL:

A. VOTED: To employ Emma Dorian as a .5 Spanish Teacher at Freeport High School for the 2023-2024 school year. (Pillsbury – Hancock) (10 – 0)

B. VOTED: To employ Amanda Marsden as Assistant Principal at Morse Street School for the 2023-2024 school year. (Kaikini – Pillsbury) (10 – 0)

C. VOTED: To employ Heidi Richards as a .5 Social Worker at Durham Community School for the 2023-2024 school year. (Hancock – Munsen) (10 – 0)

16. PUBLIC COMMENT:

None

17. EXECUTIVE SESSION:

VOTED: To enter into Executive Session as outlined in 1 M.R.S.A § 405(6)(A) for the purpose of discussing the Superintendent's evaluation. (Pillsbury – deCsipkes) (10 – 0)

Time In: 7:51 p.m.

Time Out: 8:26 p.m.

18. ACTION AS A RESULT OF EXECUTIVE SESSION:

VOTED: To extend the Superintendent's contract one year, until 2026. Increase the annual salary 4% and the annuity from a flat \$10,000 to 7% of the annual salary for the 2023-2024 school year. (Hancock – George) (10 – 0)

19. EXECUTIVE SESSION:

VOTED: To enter into Executive Session as outlined in 1 M.R.S.A § 405(6)(F) discussions of information contained in records made, maintained or received by a body or agency when access by the general public to those records is prohibited by statute. (Hancock – Vertenten) (10 – 0)

Time In: 8:29 p.m.

Time Out: 8:48 p.m.

20. ACTION AS A RESULT OF EXECUTIVE SESSION:

None

21. ADJOURNMENT:

VOTED: To adjourn at 8:49 p.m. (Hancock – Pillsbury) (10 – 0)



Jean M. Skorapa, Superintendent of Schools

BOARD OF DIRECTORS MEMBER CODE OF ETHICS

Having accepted the challenge of service on the Board, members accept the principles set forth in the following code of ethics to guide them in helping to provide free public education to all the children of RSU No. 5.

Each Board member shall:

- A. view service on the Board of Directors as an opportunity to serve their community, state, and nation because of the belief that public education is the best means to promote the welfare of our people and to preserve our democratic way of life.
- B. at all times think of children first and base their decisions on how they will affect children, their education, and their training.
- C. make no disparaging remarks, in or out of the Board of Directors meetings, about other members of the Board or their opinions.
- D. remember at all times that as an individual they have no legal authority outside the meetings of the Board of Directors, and that they will conduct their relationships with the school staff, the local citizenry, and all media of communications on the basis of this fact.
- E. recognize that their responsibility is not to operate the schools but to see that they are well operated.
- F. seek to provide education for all children in the community commensurate with their needs and abilities.
- G. listen to all citizens but refer all complaints to the proper authorities, and discuss such complaints only at a regular meeting after failure of administrative solution.
- H. abide by a decision graciously once it has been made by the majority of the Board of Directors.
- I. not criticize employees publicly, but make such criticism to the Superintendent for investigation and action, if necessary.
- J. make decisions openly after all facts bearing on a question have been presented and discussed.
- K. refuse to make promises as to how they will vote on a matter that should properly come before the Board of Directors as a whole.

- L. not discuss the confidential business of the Board of Directors at home, on the street, at work, or any location other than during a Board of Directors executive session.
- M. confine his/her Board of Directors action to policy making, planning, and appraisal, leaving the administration of the schools to the Superintendent.
- N. welcome and encourage cooperation and participation by teachers, administrators, and other personnel in developing policies that affect their welfare and that of the children they serve.
- O. endeavor at all times to see that schools have adequate financial support within the capabilities of the community and state, in order that every child may receive the best possible education.
- P. resist every temptation and outside pressure to use their position as a Board member to benefit themselves or any individual or agency apart from the total interest of the school unit.
- Q. endeavor to attend every regular and special Board of Directors meeting recognizing that their presence means representation for their town. If it is not possible for an extended length of time, give consideration to resigning from the position on the Board of Directors.
- R. recognize at all times that the Board of Directors of which they are a member is an agent of the state, and as such, shall abide by the laws of the state and the regulations formulated by the Maine Department of Education and by the State Board of Education.

The Board shall read this policy at the beginning of each school year and each member will sign the acknowledgement form. Any new members to the Board will read this policy and sign acknowledgement during Board orientation.

Cross Reference: BCA-E Board of Directors Member Code of Ethics Annual Acknowledgement Form

Adopted: October 28, 2009
Reviewed: January 26, 2011
Reviewed: December 18, 2013
Revised: October 23, 2019

**BOARD OF DIRECTORS MEMBER CODE OF ETHICS ANNUAL
ACKNOWLEDGEMENT FORM**

As an RSU No. 5 Board member I, _____, have read the Board of Directors Member Code of Ethics policy (BCA) and will abide by the code of ethics set forth.

Signature: _____ Date: _____

Approved: October 23, 2019

	1A. The Board develops a shared mission and vision that reflects student achievement and community priorities, and communicates it to the community.	1B. The Board develops annual District goals in alignment with the district vision and mission and adopts a strategic plan developed by the Superintendent to meet those goals. Goals are communicated to the community.	1C. The Board regularly monitors progress on District goals, effective instruction, and student achievement with data-based information.	1D. The Board keeps informed about what children are learning through reports on scholastic achievement, vocational programs, and the impact of extra-curricular activities.	1E. The Board annually evaluates the job performance of the Superintendent and monitors the progress made on the Superintendent's goals.	1F. The Board conducts a self-evaluation to monitor its own performance and participates in professional development, including Board training and seminars.
Board Member 1	3	4	3	4	4	2
Board Member 2	3	2	3	2	4	3
Board Member 3	2	2	3	3	4	3
Board Member 4	4	3	3	3	4	3
Board Member 5	3	3	3	3	4	3
Board Member 6	3	3	2	3	3	3
Board Member 7	4	4	4	4	4	4
Board Member 8	3	3	4	4	4	3
Board Member 9	3	3	3	3	3	3
	3.11	3.00	3.11	3.22	3.78	3.00
Standard 1 Score:	3.20					

Comments:

I think opportunities for board improvement (training, seminars) beyond the fall Maine school board weekend could be made more available? I think we do a great job monitoring the superintendent and district/school goals but sometimes I don't feel I am doing as well as I could.

I'd like to see a review of how our mission and goals are communicated to the community. What communication pathways are we using and how effective are they in the community's perspective?

I believe there is more progress to be made in the regular monitoring of achievement and instruction. Our district scorecard is reviewed only once per year. I'm not sure the definition of regularly, but I would expect something more in line with quarterly or semi annually. Perhaps there are other tools we are using that I'm not thinking of around what that looks like but since it specifically says data driven, the score card is what comes to mind.

I also would like to learn more around the vocational and extra curricular impacts.

Board Self-Evaluation July 2023 (Responses)

	2A. The Board and Superintendent participate in an annual retreat to build team relationships, review roles, responsibilities, and Board operations, and orient new Board members.	2B. The Board has a procedure in place for regularly reviewing existing policies and developing new ones.	2C. The Board closely adheres to its own procedures, protocols, and policies for effective Board operations.	2D. The Board clearly understands its governance role and responsibilities, adheres to open meeting laws, and delegates district operation responsibilities to the Superintendent.	2E. Board members publicly support the decision of the majority and speak with a unified voice.	2F. Board leadership acts as a mentor to new members to help them learn the ropes and provides new members with a detailed explanation of the Board's mission.
Board Member 1	4	3	3	3	3	3
Board Member 2	3	3	4	3	3	2
Board Member 3	3	3	4	4	3	3
Board Member 4	3	4	4	4	4	3
Board Member 5	3	3	4	4	3	4
Board Member 6	3	3	3	3	3	3
Board Member 7	4	4	4	3	3	3
Board Member 8	4	4	3	4	3	3
Board Member 9	3	4	3	4	4	3
	3.33	3.44	3.56	3.56	3.22	3.00
Standard 2 Score:	3.35					

Comments:

I think we do all of these well, but don't excel. For example, we talk about the importance of a unified voice, but I've heard/heard of some anomalies.

I feel confident and secure in our board operating procedures due to Michelle's experienced leadership. I trust her and learn from her at every meeting. I wonder if we should set up a more formal peer mentorship for new board members. (Assign new board members to veteran board members and encourage them to check in with one another regularly and as needed.) I am sure there are models out there to consider adopting.

I think the board does an exemplary job of speaking with a unified voice even when we disagree, and the relationship and responsibilities with the superintendent are very positive.

Board Self-Evaluation July 2023 (Responses)

	3A. The Board develops a collaborative relationship with the Superintendent, keeping cooperation and respectful discussions at the center of its deliberations.	3B. The Board establishes effective communication with parents, students, staff, and community members while respecting the chain of command and lines of responsibility.	3C. The Board works with the Superintendent to gain input from the community using forums, surveys, or other vehicles, following agreed-upon procedures.	3D. The Board actively promotes support for the District through its vision and promoting educational opportunities for all students.	3E. The Board is an advocate for the District's interests with legislators and other elected officials.
Board Member 1	4	3	3	4	2
Board Member 2	3	3	2	3	2
Board Member 3	3	3	2	2	2
Board Member 4	4	4	3	4	4
Board Member 5	4	3	3	3	2
Board Member 6	4	3	3	3	2
Board Member 7	4	3	4	4	3
Board Member 8	4	3	3	3	2
Board Member 9	4	3	3	3	2
	3.78	3.11	2.89	3.22	2.33
Standard 3 Score:	3.07				

Comments:

I really like our board/superintendent relations now. I think we have areas to grow in the legislature, as I feel that is not a priority of ours.
I don't recall much effort to gather input or support from the community aside from having open board meetings and calls/emails encouraging people to vote.
I believe we still have not done an excellent job of advocating with our legislators.

	4A. The Board adopts an annual budget that adheres to the provisions of the law and allocates resources based upon the District's vision, goals, and priorities for student achievement.	4B. The Board keeps the community informed about the financial needs of the District, seeks cost savings and operational efficiencies, and invites community input.	4C. The Board monitors a facilities plan that meets student and staff health and safety regulations and guidelines.	4D. The Board ensures that the finance committee functions in accordance with regulatory requirements, reviews internal audit findings, and responds appropriately.	4E. The Board supports the recruitment of highly effective teachers, administration, and staff and provides professional development and support.
Board Member 1	4	4	3	4	1 Does Not Meet
Board Member 2	4	4	3	3	3
Board Member 3	4	3	3	3	3
Board Member 4	4	4	2	4	4
Board Member 5	3	4	3	3	3
Board Member 6	3	3	3	3	3
Board Member 7	4	4	3	4	4
Board Member 8	4	3	4	4	4
Board Member 9	4	3	2	3	3
	3.78	3.56	2.89	3.44	3.38
Standard 4 Score:	3.41				

Comments:

Really happy with lots of this. However, I have concerns about facilities. I think our approach of reworking this role into two is a good move, but I don't think it has been a strength for much of the year and maybe over the past few.

I felt the board and safety committee did not do its due diligence in investigating alternative safety drills to ALICE and how they have evolved since the original decision was made to use that training program. Legislation was passed and the state will form a committee to research best practices as a direct result of what occurred in our district and the dissatisfaction of parents in our community.

Board Self-Evaluation July 2023 (Responses)

	5A. Board members are able to speak their minds without fear of being ostracized.	5B. Board handles conflict openly and constructively.	5C. Board members actively promote the belief in the success of all students in the district.	5D. Board members act as conscientious role models and exhibit professionalism.	5E. Board members exercise authority only as a board as a whole and recognize that no individual Board member has authority to take individual action on behalf of the Board.	5F. Board members avoid conflicts of interest and appropriately disclose if one arises.	5G. Board has adopted and annually reaffirms its code of ethics.
Board Member 1	3	4	4	4	4	4	4
Board Member 2	3	3	3	3	3	3	3
Board Member 3	3	3	3	3	3	3	3
Board Member 4	4	4	4	4	4	4	4
Board Member 5	3	3	3	3	4	4	4
Board Member 6	3	3	3	3	3	3	3
Board Member 7	4	3	4	4	3	3	4
Board Member 8	4	4	4	4	3	3	4
Board Member 9	3	4	4	4	4	3	3
	3.33	3.44	3.56	3.44	3.33	3.44	3.33
Standard 5 Score:	3.41						

Comments:

I feel that I am comfortable stating my opinions, but I don't feel that we all always feel this because of the heightened politics of school boards right now.
I continue to feel so much gratitude for the way this Board operates. While everyone does not always agree, we communicate in a respectful way with the children's educational best interests at heart.
I feel this board works very well together in a positive, constructive, and respectful way that is beneficial to the operations of our district, our communities, and the duties we are responsible for carrying out, which is why I have rated it so highly this year.

BOARD OF DIRECTORS SELF-EVALUATION

Annually in August, Board members will complete a self-evaluation and submit to the Board Chair for compilation. The Board will review the compiled results at a meeting in August or September. The results will be used by the Board as part of its annual goal setting and planning for the year. Consistent with the Freedom of Access Act, the Board's self-evaluation will be held in open session. The Board encourages all of its members to attend. The Superintendent is expected to participate in the process.

During self-evaluation, the Board will evaluate itself as a whole. The self-evaluation should emphasize areas of strength as well as those identified for improvement. Board members are encouraged to use the evaluation process as an opportunity to reflect on their own personal contributions.

The Board will select an evaluation instrument that includes a reasonable number of criteria or performance indicators by which to appraise the Board's functioning and effectiveness. The areas to consider during the self-evaluation may include but are not limited to:

- A. Board "visioning," strategic planning, and long-range planning skills and processes;
- B. Board meeting management, conduct, and decision-making processes;
- C. Policy development and implementation;
- D. Fiscal oversight and resource allocation;
- E. Oversight of curriculum and instruction;
- F. Monitoring of student achievement;
- G. Board subcommittee structure, responsibilities, and processes;
- H. Board member development;
- I. New Board member orientation;
- J. Board-Superintendent relations;
- K. Board-community relations and communications;

A different instrument may be used from year to year, but must be agreed upon by a majority of the Board.

Cross Reference: BBAB-E Board of Directors Self-Evaluation Instrument

Adopted: February 24, 2010

Revised: January 26, 2011

Revised: December 18, 2013

Revised: December 11, 2019

BOARD OF DIRECTORS SELF-EVALUATION INSTRUMENT

Introduction

The Board of Directors Evaluation System is based upon the National School Boards Association Standards of Practice.

There are five key standards of Board leadership incorporated into this model:

- Vision, Leadership & Accountability
- Board Governance & Policy
- Communication & Community Relations
- Fiscal Resources, Staff Recruitment & Environment
- Ethical Leadership

Timeline

Month	
End of July	Distribution of evaluation (electronically)
July/August	Individual board members complete the self-evaluation electronically for compilation by the Board Chair or designee.
August/September	Board reviews compiled results. Results will be used by the Board as part of its annual goal setting and planning for the year.

PART I: Standards of Leadership

These standards are rated using the following scale:

4 - Exemplary ratings are reserved for performance that significantly exceeds proficiency and could serve as a model for leaders district-wide or even statewide. Few Boards are expected to demonstrate Exemplary performance on more than a small number of targets.

3 - Proficient ratings represent fully satisfactory performance. It is the rigorous standard expected for most experienced Boards and the goal for new Boards performing at the basic level. Proficient Boards demonstrate acceptable leadership practice and meet or make progress on all outcome targets.

2 - Basic ratings mean that performance is meeting proficiency in some components but not others. Improvement is necessary and expected.

1 - Does Not Meet ratings indicate performance that is unacceptably low on one or more standards and makes little or no progress. Ratings of *ineffective* are always cause for concern.

Standard 1: Vision, Leadership & Accountability

Descriptor: The Board of Directors commits to a vision of high student achievement and effective instruction, specifies clear goals to realize that vision, demands accountability for results, and supports continuous improvement of the district.

Possible Data Sources:

- Alignment with District vision and mission statement
- Adherence to Standards of Ethics
- Established goals
- Board agendas
- Board presentations
- Board retreats
- Board communications
- Annual evaluation of the Superintendent
- Board self evaluation

Rating for Standard 1: Vision, Leadership & Accountability

	4 Exemplary	3 Proficient	2 Basic	1 Does Not Meet
A. The Board develops a shared mission and vision that reflects student achievement and community priorities, and communicates it to the community.				
B. The Board develops annual District goals in alignment with the District vision and mission and adopts a strategic plan developed by the Superintendent to meet those goals. Goals are communicated to the community.				
C. The Board regularly monitors progress on District goals, effective instruction, and student achievement with data-based information.				
D. The Board keeps informed about what children are learning through reports on scholastic achievement, vocational programs, and the impact of extra-curricular activities.				
E. The Board annually evaluates the job performance of the Superintendent and monitors the progress made on the Superintendent's goals.				
F. The Board conducts a self-evaluation to monitor its own performance and participates in professional development, including Board training and seminars.				

Comments:

Standard 2: Board Governance & Policy

Descriptor: The Board of Directors works effectively as a team and collaborates with the Superintendent, exhibits a shared understanding of Board and Superintendent roles, maintains a set of Board operating procedures, and leads/governs the District through policy.

Possible Data Sources:

- Date and agenda of annual orientation
- Policy review and updates
- Board policy manual
- Board orientation materials
- Attendance and state-mandated trainings

Rating for Standard 2: Board Governance & Policy

	4 Exemplary	3 Proficient	2 Basic	1 Does Not Meet
A. The Board and Superintendent participate in an annual retreat to build team relationships, review roles, responsibilities, and Board operations, and orient new Board members.				
B. The Board has a procedure in place for regularly reviewing existing policies and developing new ones.				
C. The Board closely adheres to its own procedures, protocols, and policies for effective Board operations.				
D. The Board clearly understands its governance role and responsibilities, adheres to open meeting laws, and delegates district operation responsibilities to the Superintendent.				
E. Board members publicly support the decision of the majority and speak with a unified voice.				
F. Board leadership acts as a mentor to new members to help them learn the ropes and provides new members with a detailed explanation of the Board's mission.				

Comments:

Standard 3: Communication & Community Relations

Descriptor: The Board of Directors effectively communicates with the Superintendent and the local community, represents community interests and values, and ensures District information and decisions are communicated to the community.

Possible Data Sources:

- Communication policies or procedures
- Schedules or invitations to community forums
- Reports or presentations on programs that demonstrate community partnerships
- Legislative meetings. Letters or advocacy efforts
- Newsletters and website
- Survey results

Rating for Standard 3: Communication & Community Relations

	4 Exemplary	3 Proficient	2 Basic	1 Does Not Meet
A. The Board develops a collaborative relationship with the Superintendent, keeping cooperation and respectful discussions at the center of its deliberations.				
B. The Board establishes effective communication with parents, students, staff, and community members while respecting the chain of command and lines of responsibility.				
C. The Board works with the Superintendent to gain input from the community using forums, surveys, or other vehicles, following agreed-upon procedures.				
D. The Board actively promotes support for the District through its vision and promoting educational opportunities for all students.				
E. The Board is an advocate for the District's interests with legislators and other elected officials.				

Comments:

Standard 4: Fiscal Resources, Staff Recruitment & Environment

Descriptor: The Board of Directors oversees the fiscal conditions of the District, aligns resources to meet District goals, ensures appropriate policies for staff recruitment and retention, supports district wide learning and promotes conditions for health and safety.

Possible Data Sources:

- Process for budget development and adoption
- Communication materials, website, newsletters
- Facilities plan and schedule for updates
- Audit report
- Policy on recruitment and hiring
- Professional development plans

Rating for Standard 4: Fiscal Resources, Staff Recruitment & Environment

	4 Exemplary	3 Proficient	2 Basic	1 Does Not Meet
A. The Board adopts an annual budget that adheres to the provisions of the law and allocates resources based upon the District's vision, goals, and priorities for student achievement.				
B. The Board keeps the community informed about the financial needs of the District, seeks cost savings and operational efficiencies, and invites community input.				
C. The board monitors a facilities plan that meets student and staff health and safety regulations and guidelines.				
D. The Board ensures that the finance committee functions in accordance with regulatory requirements, reviews internal audit findings, and responds appropriately.				
E. The Board supports the recruitment of highly effective teachers, administration, and staff and provides professional development and support.				

Comments:

Standard 5: Ethical Leadership

Descriptor: The Board of Directors promotes the success of all students and staff, and conducts District business in a fair, respectful and responsible manner.

Possible Data Sources:

- Articulation or publication of plans and programs for student success
- Code of Ethics Policy
- Standards of Ethics

Rating for Standard 5: Ethical Leadership

	4 Exemplary	3 Proficient	2 Basic	1 Does Not Meet
A. Board members are able to speak their minds without fear of being ostracized.				
B. Board handles conflict openly and constructively.				
C. Board members actively promote the belief in the success of all students in the district.				
D. Board members act as conscientious role models and exhibit professionalism.				
E. Board members exercise authority only as a board as a whole and recognize that no individual board member has authority to take individual action on behalf of the Board.				
F. Board members avoid conflicts of interest and appropriately disclose if one arises.				
G. Board has adopted and annually reaffirms its code of ethics.				

Comments:

Board of Directors Self-Evaluation
Annual Evaluation Rating Form

Standards	SUMMATIVE SCORE			
Standard 1: Vision, Leadership and Accountability	4	3	2	1
Standard 2: Board Governance and Policy	4	3	2	1
Standard 3: Communications and Community Relations	4	3	2	1
Standard 4: Fiscal Resources, Staff Recruitment & Environment	4	3	2	1
Standard 5: Ethical Leadership	4	3	2	1
ANNUAL EVALUATION SCORE	4	3	2	1

Approved: December 11, 2019

RSU5 Board Committees

<p>CURRICULUM AND PROGRAM DEVELOPMENT</p> <p>Cynthia Alexander</p> <ul style="list-style-type: none"> NEW NEW* 	<p>DIVERSITY, EQUITY INCLUSION & BELONGING</p> <p>Dr. June Sellers</p> <ul style="list-style-type: none"> Colin Cheney Susana Hancock 	<p>DROPOUT PREVENTION (BOOST)</p> <p>Cynthia Alexander</p> <ul style="list-style-type: none"> Vacant 	<p>FACILITIES AND OPERATIONS</p> <p>Jean Skorapa/Glen Reynolds</p> <ul style="list-style-type: none"> NEW* NEW NEW
<p>FINANCE</p> <p>Kelly Wentworth</p> <ul style="list-style-type: none"> Elisabeth Munsen Maura Pillsbury Michelle Ritcheson* 	<p>FREEPORT CABLE TV</p> <ul style="list-style-type: none"> Susana Hancock 	<p>FREEPORT PERFORMING ARTS CENTER COMMITTEE</p>	<p>MAINE REGION 10 TECHNICAL HIGH SCHOOL</p> <ul style="list-style-type: none"> Candy deCsipkes Vacant
<p>NEGOTIATIONS</p> <p>Jean Skorapa</p> <p><u>Professional</u></p> <ul style="list-style-type: none"> Jennifer Galletta Susana Hancock Michelle Ritcheson* <p><u>Support</u></p> <ul style="list-style-type: none"> Candy deCsipkes* Maddy Vertenten 	<p>POLICY</p> <p>Cynthia Alexander</p> <ul style="list-style-type: none"> Colin Cheney* Candy deCsipkes Maddy Vertenten 	<p>RSU5 COMMUNITY PROGRAMS</p> <p>Peter Wagner</p> <ul style="list-style-type: none"> Maura Pillsbury 	<p>SAFETY</p> <p>Glen Reynolds</p> <ul style="list-style-type: none"> Colin Cheney* Vacant
<p>STIPEND REVIEW</p> <p>Jean Skorapa</p> <ul style="list-style-type: none"> Jennifer Galletta Elisabeth Munsen* 	<p>STRATEGIC COMMUNICATIONS</p> <p>Jean Skorapa</p> <ul style="list-style-type: none"> Candy deCsipkes Kara Kaikini Maddy Vertenten* 	<p>SUSTAINABILITY COMMITTEE</p>	<p>WELLNESS COMMITTEE</p> <p>Erin Dow</p> <ul style="list-style-type: none"> Kelly Sink

STANDING COMMITTEE

REQUIRED COMMITTEES

OTHER COMMITTEES

PROPOSED NEW

Item # 13.D

**RSU5 Board of Directors
Committees**

<p>Curriculum and Program Development Committee <i>PROPOSED NEW</i></p>	<p>Two members sit on the committee. The committee will be updated with progress occurring at the district level once each trimester during the school year.</p>
<p>Diversity, Equity and Inclusion <i>and Belonging</i> (DEI) Committee <i>PROPOSED addition</i></p>	<p>Two members sit on the committee. Committee meetings second Tuesday of the each month at 7:00 a.m.</p>
<p>Dropout Prevention (BOOST) Committee</p>	<p>One Board member per policy serves as a representative. The committee is charged with meeting at least annually to plan for decreasing the number of students who do not complete their education. Meeting is scheduled for 2:30 p.m. in the Fall.</p>
<p>Facilities and Operations Committee <i>PROPOSED NEW</i></p>	<p>Three members. Conducts periodic reviews of school facilities and buildings, and reports to the Board. Recommends additions, deletions, and/or changes to facilities needed to support the school programs. Develops and recommends a maintenance schedule for buildings, grounds, and transportation. Conducts studies, reviews proposals, and determines the impact on maintenance costs, usage, and sustainability efforts. Works with building committees and renovations committees as needed. Reviews data regarding the operation of the Freeport Performing Arts Center, develops a long-term plan for maintenance and makes recommendations for appropriate usage fees. Meets at 5:00pm before the second Board meeting of the month.</p>
<p>Finance Committee</p>	<p>Three members, one representative from each town per policy. Committee provides oversight for finance operations of the RSU. Meets at 5:00pm before the first Board meeting of the month</p>
<p>Freeport Cable TV Board Committee</p>	<p>One member serves as the school representative on the Freeport Cable TV Board. Meetings are held at least quarterly.</p>
<p>Freeport Performing Arts Center Committee <i>Proposed - Fold Function Into Facilities and Operations</i></p>	<p>One member serves. The Committee meets two times a year to consider procedures, fees, and review data regarding operation of the FPAC.</p>
<p>Maine Region Ten Technical High School Committee</p>	<p>Two Board members serve on the Maine Region Ten Technical High School Board of Directors. Meetings are held monthly at Region 10 (3rd Monday of the month) All traditional Board functions are carried out by the Region 10 board which is made up of representatives of the three</p>

	<p>sending school towns (Brunswick, Freeport and SAD 75) Note: we have filled one of the positions with a community member in the past.</p>
Negotiations Committee	<p>Two or three members for professional and two members for support staff. Take part in active contract negotiations on behalf of the school system with each employee union. Activities may involve negotiating successor agreements. The major time commitment arises when current contracts require renewal.</p>
Policy Committee	<p>Three members. Policy topics and issues are generated by referral from the Board, at the request of the Superintendent, changes in law and recommendations from MSMA. Meets monthly during the school year.</p>
RSU5 Community Programs Committee	<p>One member. This group is advisory to Community Programs. A board member attends regularly as a liaison.</p>
Safety Committee	<p>Two members sit on the committee, charged with annual review/update of the Safety Plans. Meetings vary depending upon the workload. Typically, three meetings a year.</p>
Stipend Review Committee	<p>Two members sit on the committee per CBA. Contractually any new stipend request comes with Administrator approval to the committee; their recommendation goes to the CEA then the full Board for final action. Reviews all stipend positions periodically. Two to seven meetings per year that take place at 3:45pm.</p>
Strategic Communications Committee	<p>Two or Three members. The Strategic Communications Committee provides oversight for the Strategic Framework implementation and facilitates communication between the RSU5 Board and the public. Typically meets four times a year.</p>
Sustainability Committee Committee <i>Proposed - Fold Function into Facilities and Operations and Curriculum</i>	<p>Two members sit on the committee. Committee meets first Tuesday of each month at 7:30 a.m.</p>
Wellness Committee	<p>One member. Bi-monthly meetings during the school year are held after school.</p>

FACILITIES and OPERATIONS COMMITTEE

ROLE OF THE COMMITTEE

The purpose of the Facilities and Operations Committee is to review space needs, develop a long-range plan for facilities and capital needs, and make recommendations to the Board.

MEMBERSHIP

The Facilities Committee shall consist of the following:

- Three members of the Board of Directors
- The Superintendent and/or the Director of Facilities shall serve as the administrative liaison to the Committee.

RESPONSIBILITIES

- Conduct periodic reviews of school facilities and buildings, and reports to the Board.
- Recommend additions, deletions, and/or changes to facilities needed to support the school programs.
- Develop and recommend a maintenance schedule for buildings, grounds, and transportation.
- Conduct studies, review proposals, and determine the impact on maintenance costs, usage, and sustainability efforts.
- Work with building committees and renovations committees as needed.
- Reviews data regarding the operation of the Freeport Performing Arts Center, develops a long-term plan for maintenance and makes recommendations for appropriate usage fees.

MEETINGS

This Standing Committee of the Board of Directors shall meet monthly during the school year.

Regular monthly meetings shall be scheduled one month in advance and notice of meetings posted as specifically required by policy.

Special Meetings may be convened by the Committee Chairman, or at the request of the Board Chair, upon 24 hours' notice to the committee.

All meetings are open to the public.

CURRICULUM AND PROGRAM DEVELOPMENT COMMITTEE

ROLE OF THE COMMITTEE

The role of the Curriculum and Program Development Committee is to develop a deeper understanding of the curriculum work being completed in the district in order to provide a detailed report to the Board of Directors three times yearly.

MEMBERSHIP

The Curriculum Committee shall consist of the following:

- Two members of the Board of Directors
- The Assistant Superintendent shall serve as the administrative liaison to the Committee.

RESPONSIBILITIES

- Review data regarding the progress of the current District working curriculum committee.
- Report updates to the Board three times a year.

MEETINGS

This Committee of the Board of Directors shall meet once a trimester during the school year.

Meetings shall be scheduled one month in advance and notice of meetings posted as specifically required by policy.

All meetings are open to the public.

COMMITTEE MEMBERSHIP

Required/Highly Recommended

Tier 1 Finance (3) Region 10 (2) Dropout (1) Stipend (2) Negotiation (2-3) Chair/Vice (2)	Tier 2 Policy (3) Strategic Comm - (2-3) Equity (2)	Tier 3 Safety Wellness Sustainability	Tier 4 Cable Board FPAC Community Prog
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(recommended membership)

* Advisory Committees (membership doesn't change yearly)

Beth Vice Chair Finance Stipend	Candy Support Negotiations Region 10 Policy Strategic Comm	Danielle	Colin Policy Equity Safety Sustainability	Malik	Susana Prof. Negotiations Equity Sustainability Cable Board	Kara Strategic Comm	Maddy Support Negotiations Policy Strategic Comm FPAC	Maura Finance Comm Prog	Michelle Chair Finance Prof. Negotiations	Kelly Wellness
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** Maura is also a member of the MSBA Board

Updated: 11-9-22

Revised: 2-1-23

Revised: 4-1-23

Revised: 7-1-23



Regional School Unit 5
Durham · Freeport · Pownal

Henett 13.E.1.

"To inspire and support every learner by challenging minds, building character, sparking creativity, and nurturing passions."

Jean Skorapa, Superintendent of Schools
Kelly Wentworth, Director of Finance & Human Resources

Cynthia Alexander, Assistant Superintendent of Schools
June Sellers, Ed.D., Director of Instructional Support

2023-2024 RSU No. 5 Board of Directors Meeting Schedule

Meetings typically begin at 6:30 p.m. at Freeport High School Library or Cafeteria

August 23, 2023	Business Meeting / Retreat - 4:00 p.m. Location TBD
September 13, 2023	Business Meeting
September 27, 2023	Business Meeting
October 11, 2023	Business Meeting
October 25, 2023	Business Meeting at Pownal Elementary School
November 8, 2023	Business Meeting
November 29, 2023*	Business Meeting at Durham Community School
December 13, 2023	Business Meeting
January 10, 2024	Business Meeting
January 24, 2024	Business Meeting and Superintendent's Recommended Budget
February 7, 2024*	Additional Meeting - Budget
February 14, 2024	Business Meeting and Budget
February 28, 2024	Business Meeting and Budget
March 13, 2024	Business Meeting and Budget
March 20, 2024*	Additional Meeting - Budget
March 27, 2024	Business Meeting and Board Adoption of Budget
April 10, 2024	Business Meeting at Pownal Elementary School
April 24, 2024	Business Meeting at Durham Community School
May 8, 2024	Business Meeting
May 22, 2024	Business Meeting and Annual Budget Meeting @ FHS
June 5, 2024*	Additional Meeting
June 12, 2024	Business Meeting

*Dates changed/added to accommodate holidays, other conflicts and budget.
Board of Directors: 6-7-23

**2023-2024 RSU5 Board Work Plan
Draft 8-7-23**

August 23, 2023 Retreat

Review Board Self-Evaluation
District Goals for 2023-2024
Code of Ethics (review/sign)

September 13, 2023

Budget Timeline
Board Vote on 2023-2024 District Goals
Final Work Plan for 2023-2024
Executive Session - Set Supt's Performance Goals

September 27, 2023

MSS Update
MSS Goal Review
MSMA Fall Conference Information
Workplace Satisfaction Survey - Executive Summary
MSMA Resolutions
Policies

October 11, 2023

FMS Update
FMS Goal Review
FHS Goal Review
Community Programs Report/Goal Review

October 25, 2023 @ PES

PES Update
PES Goal Review
Policies

November 8, 2023

MLS Update
MLS Goal Review
Facilities Dept. Capital Improvement Plan Report/Goal Review
Transportation Department Report/Goal Review

November 29, 2023 @ DCS

DCS Update
DCS Goal Review
Nutrition Department Report/Goal Review
Athletics Department Report/Goal Review
Board Committees (due to Freeport election, if needed)
Policies

December 13, 2023

Instructional Support Department Report/Goal Review
Technology Department Report/Goal Review
Policies

January 10, 2024	Interim Progress on District Goals District Scorecard FHS Program of Studies Executive Session - Interim Progress on Supt's Performance Goals
January 24, 2024	Superintendent's Recommended Budget - Presented 2024-2025 School Calendar (1 st Read) Policies
February 7, 2024	Budget Review: DCS, FMS, FHS, Athletics
February 14, 2024	Budget Review: MSS, PES, MLS, Inst. Support 2024-2025 School Calendar (2 nd Read)
February 28, 2024	Budget Review: Technology, CIA, Nutrition, Community Programs, Facilities, Transportation Executive Session on Administrator Contracts Policies
March 13, 2024	Review of FY25 Superintendent's Budget (Supt. Report) Board Deliberations on Budget
March 20, 2024	Review of FY25 Superintendent's Budget (Supt. Report) Public Input on Budget Board Deliberations on Budget
March 27, 2024	Public Input on Budget Adopt FY25 Superintendent's Recommended Budget Policies
April 10, 2024 @ PES	6:00 - 6:30 p.m. Q&A on FY25 Board Adopted Budget Signing of Warrants for ABM & Referendum Migration of Students
April 24, 2024 @ DCS	6:00 - 6:30 p.m. Q&A on FY25 Board Adopted Budget Board Committees (due to Durham election, if needed) Policies
May 8, 2024	6:00 - 6:30 p.m. Q&A on FY25 Board Adopted Budget Appointment of Probationary Teachers Comprehensive Education Plan Executive Session (Just BOD) - Superintendent's Evaluation
May 15 or 22, 2024 @ FHS	Annual Budget Meeting on FY25 Budget @ FHS (5:00 p.m. Business Mtg. for New hires)

June 5, 2024

**Recognize Retirees
Schedule of 24-25 Board Meetings
5% Transfer Authority to Finance Committee
Delegate and Alternate for MSMA Fall Conference
Policies
Executive Session (Just BOD)- Superintendent's Evaluation)**

June 12, 2024

**Computation & Declaration of Votes
Assessment Warrants
Superintendent Authorization to Hire in the Summer
Organizational Business (Chair/Vice Chair, Committees)
Executive Session (Board & Supt)- Superintendent's Evaluation**

Additional Board Agenda Items:

Routine Business Meeting Items - Superintendent's Report, Finance Report, Reports from Board Committees, Student/Staff recognitions, Report from Student Representatives, two public comment sessions on each agenda

**RSU 5 Strategic Plan Goals 2019-2026
(Board Adopted: 6/12/19; Updated 9/9/20; Updated 9/14/22)**

CLIMATE/CULTURE

Strategic Goal 1: All RSU 5 students experience a joyful learning climate that is safe, nurturing, and fosters curiosity.

Objective 1.1 Strengthen and align all social/emotional supports and systems to meet the needs of all learners in RSU 5.

Objective 1.2 Create multiple opportunities to ensure student voice is encouraged and strengthened at the classroom, school, and district levels.

Objective 1.3 Maximize student opportunities for physical movement and adequate breaks to allow students to refresh and recharge for learning.

Objective 1.4 Strengthen diversity, equity and inclusion practices.

TEACHING AND LEARNING

Strategic Goal 2: All RSU 5 students regularly engage in meaningful student centered learning*.

Objective 2.1 Review, research, and explore options for the implementation of student centered instructional practices.

Objective 2.2 Expand curricular and extra-curricular choices that respond to students' interests and needs.

Objective 2.3 Provide strong support for professional practices that foster collaboration and staff voice, and strengthen instruction to meet the needs of all learners.

Objective 2.4 Ensure that student growth is measured and communicated in meaningful ways and responds to stakeholder feedback.

Objective 2.5 Establish formalized systems for annual identification of goals for the improvement of student achievement.

SCHOOL-COMMUNITY RELATIONS

Strategic Goal 3: All RSU 5 school-parent-community partnerships are based on strong communication and active involvement to support student success.

Objective 3.1 Expand avenues used to proactively distribute information about RSU 5 schools and seek feedback from stakeholders about the schools.

Objective 3.2 Engage all RSU 5 learners in community-based learning both in the classroom and out in the community.

Objective 3.3 Encourage and support strong staff-parent partnerships to enhance student success.

FINANCE AND OPERATIONS

Strategic Goal 4: RSU 5 has well developed and refined finance, human resources, facilities, transportation, and food service systems to support the learning of all students.

Objective 4.1 Ensure that all staff and students have quality facilities to meet their needs.

Objective 4.2 Attract and retain highly effective staff.

Objective 4.3 Improve and assure student access to the highest quality school nutrition program.

Objective 4.4 Provide all students with transportation that supports their participation in curricular and extra-curricular programs.

Objective 4.5 Strengthen community engagement and support in short-and long-term financial planning.

Objective 4.6 Ensure that all facilities are operating efficiently and effectively.

Glossary:

Student Centered Learning Characteristics: *

As we are defining it, student centered learning includes the following characteristics:

- Active engagement
- Hands-on experiential learning
- Community-based
- Collaborative
- Personalized to meet learner needs
- Strong supports for learner success
- Learner voice/choice
- Learning at varied pacing
- Interdisciplinary

Green = Done / Yellow = In Progress / Red = Not Done

RSU5 Strategic Plan Support Document (2019-2025)

Board Review???

STRATEGIC GOAL 1: All RSU 5 students experience a joyful learning climate that is safe, nurturing, and fosters curiosity.

Objective 1.1 Strengthen and align all social/emotional supports and systems to meet the needs of all learners in RSU 5.

<p>ACTION STRATEGIES What specific actions will be taken to achieve the goal?</p>	<p>RESOURCES NEEDED What financial & human resources are needed to do this work?</p>	<p>PERSON RESPONSIBLE Who will oversee the completion of this piece of the work?</p>	<p>COMPLETION DATE Estimated date for completion of this action step.</p>	<p>PROGRESS INDICATORS What is the evidence we would accept that this action has successfully been completed?</p>
<p>1.1A Identify current existing practices and structures at all grade levels to assess their effectiveness.</p> <p>1.1B Identify gaps and/or needed improvements in practices/structures.</p> <p>1.1C Explore options for filling gaps and making improvements, including researching effective practices.</p> <p>1.1D Develop & recommend a plan to fill gaps and make improvements.</p> <p>1.1E Implement recommendations per details in the plan.</p> <p>1.1F Evaluate the effectiveness of improved or new practices/structures and adjust as necessary.</p>	<p>Staff time</p> <p>Possible travel</p> <p>Possible cost factors</p>	<p>Assistant Superintendent</p> <p>Lead Guidance Counselor</p> <p>1 Building Administrator</p>	<p>1.1A – D June 2020</p> <p>1.1E Begin implementation September 2020; completed May 2023</p> <p>1.1F May 2024</p>	<p>1.1 A&B Written documentation of existing practices/structures, strengths and weaknesses, and gaps in practice</p> <p>1.1C Written report on options considered for changing, adding or improving/ practices/structures</p> <p>1.1D Written recommendations to Superintendent</p> <p>1.1E Observation of new practices through a walkthrough, and/or survey</p> <p>1.1F Ongoing reports to Superintendent /Board about effectiveness of new practices</p>

STRATEGIC GOAL 1: All RSU 5 students experience a joyful learning climate that is safe, nurturing, and fosters curiosity.

OBJECTIVE 1.2 Create multiple opportunities to ensure student voice is encouraged and strengthened at the classroom, school, and district levels.

<p>ACTION STRATEGIES What specific actions will be taken to achieve the goal?</p>	<p>RESOURCES NEEDED What financial & human resources are needed to do this work?</p>	<p>PERSON RESPONSIBLE Who will oversee the completion of this piece of the work?</p>	<p>COMPLETION DATE Estimated date for completion of this action step.</p>	<p>PROGRESS INDICATORS What is the evidence we would accept that this action has successfully been completed?</p>
<p>1.2A Identify and assess the effectiveness of all currently existing opportunities for student voice at each school.</p> <p>1.2B Explore options at each school for increasing student voice, including researching best practices.</p> <p>1.2C Recommend practices/structures to increase student voice at all levels.</p> <p>1.2D Implement new practices and structures that increase student voice at all levels.</p> <p>1.2E Continuously evaluate and adjust as needed.</p>	<p>Staff time</p> <p>Possible travel to other schools outside of District</p>	<p>Principals at each school</p> <p>Student participation as appropriate</p>	<p>1.2A- C December 2021</p> <p>1.2D May 2022</p> <p>1.2E May 2023</p>	<p>1.2A Documentation of assessment of current student voice practices</p> <p>1.2B Minutes/notes of meetings to explore options for increased student voice</p> <p>1.2C Documentation of recommendations</p> <p>1.2D Observe and document new and revised practices by May 2022 including student input</p> <p>1.2E Ongoing reports to Supt/Board about effectiveness of new practices</p>

STRATEGIC GOAL 1: ALL RSU 5 students experience a joyful learning climate that is safe, nurturing, and fosters curiosity.

OBJECTIVE 1.3 Maximize student opportunities for physical movement and adequate breaks to allow students to refresh and recharge for learning.

<p>ACTION STRATEGIES What specific actions will be taken to achieve the goal?</p>	<p>RESOURCES NEEDED What financial & human resources are needed to do this work?</p>	<p>PERSON RESPONSIBLE Who will oversee the completion of this piece of the work?</p>	<p>COMPLETION DATE Estimated date for completion of this action step.</p>	<p>PROGRESS INDICATORS What is the evidence we will accept that this action has successfully been completed?</p>
<p>1.3A Identify and assess the effectiveness of all existing opportunities for physical movement/breaks at the classroom and school level.</p> <p>1.3B Explore/research effective practices in use in other schools with similar grade level spans.</p> <p>1.3C Identify areas in need of improvements and/or additional breaks.</p> <p>1.3D Make recommendations with stakeholder input to Superintendent for improvement in local practice that reflect research and suit the needs of the local school. Share ideas w/colleagues at similar grade level schools in the District.</p> <p>1.3E Implement recommendations as soon as practical.</p> <p>1.3F Evaluate new practices and adjust as needed.</p>	<p>Staff time and resources</p> <p>Possible travel to explore practices in other schools</p>	<p>Building principals at each level</p>	<p>1.3A May 2023</p> <p>1.3B - D May 2024</p> <p>1.3E - F May 2025</p>	<p>1.3 A - B Documentation of assessment process and results</p> <p>1.3C Documented summary of exploration and research findings</p> <p>1.3D Written record of recommendations to Superintendent</p> <p>1.3 E - F Survey students and staff regarding effectiveness of new practices. Ongoing reports to Superintendent/Board</p>

Board Approved Additional Objective: ALL RSU 5 students experience a joyful learning climate that is safe, nurturing, and fosters curiosity.

Objective 1.4 Strengthen diversity, equity and inclusion practices.

ACTION STRATEGIES What specific actions will be taken to achieve the goal?	RESOURCES NEEDED What financial & human resources are needed to do this work?	PERSON RESPONSIBLE Who will oversee the completion of this piece of the work?	COMPLETION DATE Estimated date for completion of this action step.	PROGRESS INDICATORS What is the evidence we will accept that this action has successfully been completed?
<p>1.4A Conduct a Diversity, Equity and Inclusion Audit through Mid-Atlantic Equity Consortium.</p> <p>1.4B Develop and recommend a plan for improvement based on audit recommendations.</p> <p>1.4C Revise policies related to Equity.</p> <p>1.4D.1 Begin to implement the recommendations per details of the plan.</p> <p>1.4D.2 Complete implementation of recommendations.</p> <p>1.4E Evaluate the effectiveness of implementation from recommendations.</p>	<p>Staff time</p> <p>\$50,000 over 2 years</p>	<p>Superintendent</p> <p>Assistant Superintendent</p> <p>All staff</p> <p>Student</p>	<p>1.4A -December 2021</p> <p>1.4B -February 2022</p> <p>1.4C - May 2022</p> <p>1.4D.1 May 2022</p> <p>1.4D.2 May 2022</p> <p>1.4E December 2024</p>	<p>1.4A Document of finalized reports.</p> <p>1.4B Written Report</p> <p>1.4C Adopted policies</p> <p>1.4D Dates of professional development, observations of new practices.</p> <p>1.4E Ongoing reports to the Board based upon the recommendations.</p>

STRATEGIC GOAL 2: All RSU 5 students regularly engage in meaningful student centered learning*.

Objective 2.1 Review, research, and explore options for the implementation of student centered instructional practices.

<p>ACTION STRATEGIES What specific actions will be taken to achieve the goal?</p>	<p>RESOURCES NEEDED What financial & human resources are needed to do this work?</p>	<p>PERSON RESPONSIBLE Who will oversee the completion of this piece of the work?</p>	<p>COMPLETION DATE Estimated date for completion of this action step.</p>	<p>PROGRESS INDICATORS What is the evidence we would accept that this action has successfully been completed?</p>
<p>2.1A Establish a shared understanding/definition of characteristics of student centered learning</p> <p>2.1B Assess current RSU 5 instructional practices to determine alignment with student centered learning characteristics and identify gaps.</p> <p>2.1C Explore student centered practices in schools in Maine and beyond.</p> <p>2.1D Evaluate options, make recommendations, and create plan.</p> <p>2.1E Implement recommendations per plan.</p> <p>2.1F Continued expansion of student centered practices.</p> <p>2.1G Evaluate the effectiveness of improved or new practices. Revise as necessary.</p>	<p>Staff time</p> <p>Possible travel</p> <p>Possible cost factors in recommendations, i.e. professional development</p>	<p>Assistant Superintendent</p> <p>1 Building Administrator</p> <p>Teachers</p>	<p>2.1A December 2019</p> <p>2.1 B June 2020</p> <p>2.1C - G May 2024</p>	<p>2.1A Agreed upon and published characteristics of 'RSU 5 student centered learning'</p> <p>2.1B Written summary documentation of alignment of existing student centered practices</p> <p>2.1C Written report on options considered for changing instructional practices</p> <p>2.1D Written recommendations to Superintendent</p> <p>2.1G Observation of student centered practices in classrooms</p> <p>2.1G Ongoing reports to Supt/Board on effectiveness of student centered instructional practices</p>

STRATEGIC GOAL 2: All RSU 5 students regularly engage in meaningful student centered learning*.

Objective 2.2 Expand curricular and extra-curricular choices that respond to students' interests and needs.

<p>ACTION STRATEGIES What specific actions will be taken to achieve the goal?</p>	<p>RESOURCES NEEDED What financial & human resources are needed to do this work?</p>	<p>PERSON RESPONSIBLE Who will oversee the completion of this piece of the work?</p>	<p>COMPLETION DATE Estimated date for completion of this action step.</p>	<p>PROGRESS INDICATORS What is the evidence we would accept that this action has successfully been completed?</p>
<p>2.2A. Catalog and review all current RSU5 curricular and extra-curricular offerings.</p> <p>2.2B. Survey staff and students to identify their areas of interest as the system considers additional courses, mini-courses, activities, clubs, extra-curricular choices.</p> <p>2.2C. Explore and evaluate possible new options for additional program components.</p> <p>2.2D. Develop and recommend a plan to the Superintendent to add curricular and extracurricular choices.</p> <p>2.2E Implement recommendations per details in the plan.</p> <p>2.2F Evaluate and adjust as necessary.</p>	<p>Staff time</p> <p>Financial resources to support new programs (staff, equipment, space.)</p>	<p>Administrative Team</p>	<p>2.2A May 2022</p> <p>2.2B-F May 2022</p>	<p>2.2A & B Written documentation of existing curricular and extra-curricular program components, and expressed areas of interest</p> <p>2.2C Written report on options considered for adding programs</p> <p>2.2D Written recommendations to Superintendent</p> <p>2.2E Observation of new programs</p> <p>2.2F Ongoing reports to Superintendent/Board of the effectiveness of new/revised programming</p>

STRATEGIC GOAL 2: All RSU 5 students regularly engage in meaningful student centered learning*.

Objective 2.3 Provide strong support for professional practices that foster collaboration and staff voice, and strengthen instruction to meet the needs of all learners.

<p>ACTION STRATEGIES What specific actions will be taken to achieve the goal?</p>	<p>RESOURCES NEEDED What financial & human resources are needed to do this work?</p>	<p>PERSON RESPONSIBLE Who will oversee the completion of this piece of the work?</p>	<p>COMPLETION DATE Estimated date for completion of this action step.</p>	<p>PROGRESS INDICATORS What is the evidence we would accept that this action has successfully been completed?</p>
<p>2.3A Identify opportunities for expanding staff collaboration time.</p> <p>2.3B Develop & recommend a plan to foster collaboration and staff voice.</p> <p>2.3C Implement recommendations.</p> <p>2.3D Evaluate the effectiveness of new practices and revise as necessary.</p>	<p>Staff time</p> <p>Possible cost factors in recommendations</p>	<p>Superintendent</p> <p>Teachers</p> <p>Association President</p>	<p>2.3A - C Completed by June 2020</p> <p>2.3D May 2021</p>	<p>2.3A Written report on options considered for changing, adding/improving practices</p> <p>2.3B Documentation of decisions made by Superintendent and Association President</p> <p>2.3C Documented feedback from staff about improved practices</p> <p>2.3D Ongoing reports to Superintendent/Board about effectiveness of new practices</p>

STRATEGIC GOAL 2: All RSU 5 students regularly engage in meaningful student centered learning*.

Objective 2.4 Ensure that student growth is measured and communicated in meaningful ways and responds to stakeholder feedback.

<p>ACTION STRATEGIES What specific actions will be taken to achieve the goal?</p>	<p>RESOURCES NEEDED What financial & human resources are needed to do this work?</p>	<p>PERSON RESPONSIBLE Who will oversee the completion of this piece of the work?</p>	<p>COMPLETION DATE Estimated date for completion of this action step within the next year</p>	<p>PROGRESS INDICATORS What is the evidence we would accept that this action has successfully been completed?</p>
<p>2.4A. Identify needed improvements in assessment, grading and reporting practices, based on stakeholder feedback.</p> <p>2.4B. Make needed recommendations for changes.</p> <p>2.4.C. Ensure comprehensive communication to all stakeholders.</p> <p>2.4D Evaluate the effectiveness of improved practices and adjust as necessary.</p>	<p>Staff time</p>	<p>Assistant Superintendent</p>	<p>2.4A - B December 2021</p> <p>2.4C May 2022</p> <p>2.4.D May 2025</p>	<p>2.4 A - C Written report on options considered for improving practices and recommendations to Superintendent</p> <p>2.4D Gather feedback from stakeholder groups on satisfaction level with communication. Share results with Superintendent/Board</p>

STRATEGIC GOAL 2: All RSU 5 students regularly engage in meaningful student centered learning*.

Objective 2.5 Establish formalized systems for annual identification of goals for the improvement of student achievement.

<p>ACTION STRATEGIES What specific actions will be taken to achieve the goal?</p>	<p>RESOURCES NEEDED What financial & human resources are needed to do this work?</p>	<p>PERSON RESPONSIBLE Who will oversee the completion of this piece of the work?</p>	<p>COMPLETION DATE Estimated date for completion of this action step within the next year</p>	<p>PROGRESS INDICATORS What is the evidence we would accept that this action has successfully been completed?</p>
<p>2.5A Create a protocol for establishing student achievement goals based on agreed upon data points.</p> <p>2.5.B Implement the protocol.</p> <p>2.5.C Evaluate the effectiveness of the protocol and adjust as necessary.</p>	<p>Staff time</p>	<p>Superintendent</p> <p>Assistant Superintendent</p> <p>Data Specialist</p>	<p>2.5A June 2020</p> <p>2.5.B May 2021</p> <p>2.5C May 2021, ongoing</p>	<p>2.5A Written protocol</p> <p>2.5B Publication of the student achievement goals and data used</p> <p>2.5C Feedback from School Board about satisfaction with goals based on supporting data</p>

STRATEGIC GOAL 3: All RSU 5 school-parent-community partnerships are based on strong communication and active involvement to support student success.

Objective 3.1 Expand avenues used to proactively distribute information about RSU 5 schools and seek feedback from stakeholders about the schools.

<p>ACTION STRATEGIES What specific actions will be taken to achieve the goal?</p>	<p>RESOURCES NEEDED What financial & human resources are needed to do this work?</p>	<p>PERSON RESPONSIBLE Who will oversee the completion of this piece of the work?</p>	<p>COMPLETION DATE Estimated date for completion of this action step.</p>	<p>PROGRESS INDICATORS What is the evidence we would accept that this action has successfully been completed?</p>
<p>3.1A Identify and assess the effectiveness of all existing modes of communication with parents and community.</p> <p>3.1B Identify needed improvements.</p> <p>3.1C Explore options for revising, adjusting, expanding communication strategies.</p> <p>3.1D Develop and implement a plan to improve parent and community communication, including feedback from all stakeholders.</p> <p>3.1E Evaluate effectiveness and adjust as necessary.</p>	<p>Committee and Staff time</p> <p>Possible cost factors in improved strategies</p>	<p>Strategic Communication Committee</p> <p>Superintendent</p>	<p>3.1A - 1C June 2020</p> <p>3.1D December 2022</p> <p>3.1E May 2024</p>	<p>3.1A - B Written documentation of existing communication modes with their strengths and weaknesses</p> <p>3.1C Written report on options considered for changing, adding communication strategies</p> <p>3.1D Written recommendations to Board from Communications Committee. Observation of new/ improved practices</p> <p>3.1E Ongoing reports to Board about communications strategies</p>

STRATEGIC GOAL 3: All RSU 5 school-parent-community partnerships are based on strong communication and active involvement to support student success.

Objective 3.2 Engage all RSU 5 learners in community based learning both in the classroom and out in the community.

<p>ACTION STRATEGIES What specific actions will be taken to achieve the goal?</p>	<p>RESOURCES NEEDED What financial & human resources are needed to do this work?</p>	<p>PERSON RESPONSIBLE Who will oversee the completion of this piece of the work?</p>	<p>COMPLETION DATE Estimated date for completion of this action step.</p>	<p>PROGRESS INDICATORS What is the evidence we would accept that this action has successfully been completed?</p>
<p>3.2A Identify and assess the effectiveness of current existing school-community learning partnerships.</p> <p>3.2B Survey students and staff to identify additional school based learning opportunities that would align with the curriculum and spark student interests.</p> <p>3.2C Research community-based learning opportunities that enhance the curriculum.</p> <p>3.2D Develop and recommend a plan to the Superintendent to increase community based learning opportunities over time.</p> <p>3.2E Begin implementation of recommendations per details in the plan.</p> <p>3.2F Continued expansion of community based learning.</p> <p>3.2G Evaluate the effectiveness of community based learning and adjust as necessary.</p>	<p>Staff time</p> <p>Possible travel</p> <p>Possible cost factors in recommendations</p>	<p>Assistant Super-intendent</p> <p>Building Principals</p> <p>Outreach and Service Learning Coordinator</p>	<p>3.2A February 2022</p> <p>3.2B- D September 2024</p> <p>3.2E-G May 2025</p>	<p>3.2A Written documentation of existing CBL partnerships</p> <p>3.2B Documentation of survey and results</p> <p>3.2C - D Written recommendations to Superintendent</p> <p>3.2G Ongoing reports to Superintendent/Board of new CBL partnerships</p>

STRATEGIC GOAL 3: All RSU 5 school-parent-community partnerships are based on strong communication and active involvement to support student success.

Objective 3.3 Encourage and support strong staff-parent partnerships to enhance student success.

<p>ACTION STRATEGIES What specific actions will be taken to achieve the goal?</p>	<p>RESOURCES NEEDED What financial & human resources are needed to do this work?</p>	<p>PERSON RESPONSIBLE Who will oversee the completion of this piece of the work?</p>	<p>COMPLETION DATE Estimated date for completion of this action step.</p>	<p>PROGRESS INDICATORS What is the evidence we would accept that this action has successfully been completed?</p>
<p>3.3A Identify current parental supports.</p> <p>3.3B Explore/research strategies for improving/expanding/strengthening school-parent partnerships.</p> <p>3.3C Develop and recommend a plan of action to encourage more and stronger school-parent partnerships.</p> <p>3.3D Implement recommendations.</p> <p>3.3E Evaluate the effectiveness of strategies and adjust as necessary.</p>	<p>Staff time</p> <p>Possible cost factors in recommendations</p>	<p>Lead Principal</p> <p>Building Principals</p> <p>2 Parents</p>	<p>3.3A February 2022</p> <p>3.3B - C December 2022</p> <p>3.3D September 2023</p> <p>3.3E May 2025</p>	<p>3.3A Written documentation of existing parent support practices.</p> <p>3.3B Summary of findings</p> <p>3.3C Written recommendations to Superintendent</p> <p>3.3D Feedback from teachers, parents, students as appropriate</p> <p>3.3E Reports to Superintendent/Board about effects of school-parent partnership practices</p>

STRATEGIC GOAL 4: RSU 5 has well developed and refined finance, facilities, transportation and food service systems to support the learning of all students.

Objective 4.1 Ensure that all staff and students have quality facilities to meet their needs.

<p>ACTION STRATEGIES What specific actions will be taken to achieve the goal?</p>	<p>RESOURCES NEEDED What financial & human resources are needed to do this work?</p>	<p>PERSON RESPONSIBLE Who will oversee the completion of this piece of the work?</p>	<p>COMPLETION DATE Estimated date for completion of this action step.</p>	<p>PROGRESS INDICATORS What is the evidence we would accept that this action has successfully been completed?</p>
<p>4.1A Review and update the existing Capital Improvement Plan (CIP).</p> <p>4.1B Explore options for improving facilities expansions/renovations.</p> <p>4.1C Make recommendations to Board.</p> <p>4.1D Implement recommended improvements.</p>	<p>Staff time</p> <p>Costs associated with recommendations</p>	<p>Superintendent</p> <p>Director of Transportation and Facilities</p> <p>Director of Finance</p>	<p>4.1A December 2021</p> <p>4.1B May 2021</p> <p>4.1C December 2021</p> <p>4.1D May 2022</p>	<p>4.1A Written documentation of existing Capital Improvements Plan along with the review and prioritization of adjustments and additional facility needs</p> <p>4.1B Written documentation of options</p> <p>4.1C Written recommendations</p> <p>4.1D Reports to School Board about improvements</p>

STRATEGIC GOAL 4: RSU 5 has well developed and refined finance, facilities, transportation, food service and human resource systems to support the learning of all students.

Objective 4.2 Attract and retain highly effective staff.

<p>ACTION STRATEGIES What specific actions will be taken to achieve the goal?</p>	<p>RESOURCES NEEDED What financial & human resources are needed to do this work?</p>	<p>PERSON RESPONSIBLE Who will oversee the completion of this piece of the work?</p>	<p>COMPLETION DATE Estimated date for completion of this action step within the next year</p>	<p>PROGRESS INDICATORS What is the evidence we would accept that this action has successfully been completed?</p>
<p>4.2A Review and assess the effectiveness of existing practices and policies to attract and retain quality staff (include induction & mentoring practices).</p> <p>4.2B Research effective practices.</p> <p>4.2C Identify gaps and/or needed improvements in practices/policies.</p> <p>4.2D Review and improve protocols for required trainings.</p> <p>4.2E Develop and recommend a plan to make needed improvements, including impacted stakeholders.</p> <p>4.2F Implement recommendations in the plan.</p> <p>4.2G Evaluate attrition rate, and other relevant data.</p>	<p>Staff time</p> <p>Possible cost factors in recommendations</p>	<p>Assistant Superintendent</p> <p>Director of Finance and Human Resources</p> <p>Superintendent</p> <p>Strategic Communications Committee</p>	<p>4.2A - C June 2020</p> <p>4.2D December 2020</p> <p>4.2E December 2021</p> <p>4.2F December 2021</p> <p>4.2G May 2023</p>	<p>4.2A - D Written documentation of assessment of existing practices/policies.</p> <p>4.2E Written recommendations to Superintendent</p> <p>4.2G Exit report</p>

STRATEGIC GOAL 4: RSU 5 has well developed and refined finance, human resources, facilities, transportation and food service systems to support the learning of all students.

Objective 4.3 Improve and assure student access to the highest quality school nutrition program.

<p>ACTION STRATEGIES What specific actions will be taken to achieve the goal?</p>	<p>RESOURCES NEEDED What financial & human resources are needed to do this work?</p>	<p>PERSON RESPONSIBLE Who will oversee the completion of this piece of the work?</p>	<p>COMPLETION DATE Estimated date for completion of this action step.</p>	<p>PROGRESS INDICATORS What is the evidence we would accept that this action has successfully been completed?</p>
<p>4.3A Review the quality of the school nutrition program and the equity of its access to all students.</p> <p>4.3B Make recommendations to the Superintendent.</p> <p>4.3C Implement recommended changes in nutrition program and access.</p> <p>4.3D Inventory and evaluate major equipment and facilities in all schools, prioritizing repairs and replacement, resulting in an annual maintenance schedule.</p> <p>4.3E Make recommendations to the Superintendent</p>	<p>Staff time</p> <p>Possible cost factors in recommendations</p>	<p>Director of Nutrition, Wellness Committee and Nutrition Staff</p>	<p>4.3A - B December 2020</p> <p>4.3C May 2021</p> <p>4.3D - E May 2023</p>	<p>4.3A - B Written documentation of nutrition program review</p> <p>4.3C Written recommendations to Superintendent</p> <p>4.3D Annual Maintenance Schedule</p> <p>4.3E Written recommendations to the Superintendent/Board</p>

STRATEGIC GOAL 4: RSU 5 has well developed and refined finance, human resources, facilities, transportation and food service systems to support the learning of all students.

Objective 4.4 Provide all students transportation that supports their participation in curricular and extra-curricular programs.

<p>ACTION STRATEGIES What specific actions will be taken to achieve the goal?</p>	<p>RESOURCES NEEDED What financial & human resources are needed to do this work?</p>	<p>PERSON RESPONSIBLE Who will oversee the completion of this piece of the work?</p>	<p>COMPLETION DATE Estimated date for completion of this action step.</p>	<p>PROGRESS INDICATORS What is the evidence we would accept that this action has successfully been completed?</p>
<p>4.4A Assess existing bus runs for safety and timeliness.</p> <p>4.4B Explore options to provide transportation for all curricular and extra-curricular programs</p> <p>4.4C Make recommendations to improve services for students, with appropriate stakeholder input.</p> <p>4.4D Implement recommended improvements.</p>	<p>Staff time</p> <p>Additional staffing and busing</p>	<p>Director of Facilities and Transportation</p> <p>Athletic Director</p> <p>One Principal</p>	<p>4.4A - 4B June 2020</p> <p>4.4C May 2022</p> <p>4.4D May 2022</p>	<p>4.A - B Written documentation of assessment of the adequacy of existing bus runs and options considered for changing, adding or improving bus services</p> <p>4.C Written recommendations to superintendent</p> <p>4.D Ongoing reports to Superintendent/Board on the improvements to bus service.</p>

STRATEGIC GOAL 4: RSU 5 has well developed and refined finance, human resources, facilities, transportation, and food service systems to support the learning of all students.

Objective 4.5 Strengthen community engagement and support in short and long term financial planning.

<p>ACTION STRATEGIES What specific actions will be taken to achieve the goal?</p>	<p>RESOURCES NEEDED What financial & human resources are needed to do this work?</p>	<p>PERSON RESPONSIBLE Who will oversee the completion of this piece of the work?</p>	<p>COMPLETION DATE Estimated date for completion of this action step.</p>	<p>PROGRESS INDICATORS What is the evidence we would accept that this action has successfully been completed?</p>
<p>4.5A Assess existing community engagement in financial planning processes.</p> <p>4.5B Explore and evaluate options for improving communication regarding financial planning for the district.</p> <p>4.5C Make recommendations to the Finance Committee to improve financial planning communication practices.</p> <p>4.5D Implement recommended improvements.</p>	<p>Staff time</p> <p>Possible cost factors in recommendations</p>	<p>Director of Finance and Human Resources</p> <p>Superintendent</p>	<p>4.5A December 2020</p> <p>4.5B-C May 2024</p> <p>4.5D September 2024</p>	<p>4.5A - B Written documentation of existing communication practices and options considered for improvements</p> <p>4.5C Written recommendations to Superintendent/ Finance Committee</p> <p>4.5D Solicit feedback from various stakeholders</p>

Board Approved Additional Objective: RSU 5 has well developed and refined finance, human resources, facilities, transportation, and food service systems to support the learning of all students.

OBJECTIVE 4.6 Ensure that all facilities are operating efficiently and effectively.

ACTION STRATEGIES What specific actions will be taken to achieve the goal?	RESOURCES NEEDED What financial & human resources are needed to do this work?	PERSON RESPONSIBLE Who will oversee the completion of this piece of the work?	COMPLETION DATE Estimated date for completion of this action step.	PROGRESS INDICATORS What is the evidence we will accept that this action has successfully been completed?
<p>4.6A Conduct Energy Audit to identify needed improvements in RSU5 facilities.</p> <p>4.6B Develop & present recommendations for implementing needed improvements to the Board.</p>		<p>Superintendent</p> <p>Director of Facilities and Transportation</p> <p>Director of Finance</p>	<p>4.6A - B May 2024</p>	<p>4.6A Written report of the audit.</p> <p>4.6B Board Agenda</p>

RSU 5 Goals 2023-2024



RSU5's mission is to inspire and support every learner by challenging minds, building character, sparking creativity, and nurturing passions.

Mission: To inspire and support every learner by challenging minds, building character, sparking creativity, and nurturing passions.

Goal 1: All RSU5 students experience a joyful learning climate that is safe, nurturing, and fosters curiosity.

Evidence: Improvement of assessment data collected in District Scorecard

Strategic Objective 1.1:	Action Strategies:	Person Responsible	Progress Indicators
Strengthen and align all social/emotional supports and systems to meet the needs of learners.	1.1F Evaluate the effectiveness of improved or new practices/structures and adjust as necessary.	Assistant Supt. Lead Guidance Counselor 1 Building Administrator	Ongoing reports to Superintendent/Board about effectiveness of new practices.

Mission: To inspire and support every learner by challenging minds, building character, sparking creativity, and nurturing passions.

Goal 1: All RSU5 students experience a joyful learning climate that is safe, nurturing, and fosters curiosity.

Evidence: Improvement of assessment data collected in District Scorecard

Strategic Objective 1.3:	Action Strategies:	Person Responsible	Progress Indicators
Maximize student opportunities for physical movement and adequate breaks to allow students to refresh and recharge for learning.	1.3B Explore/research effective practices in use in other school with similar grade level spans.	Principals at each school	Documentation of assessment process and results.

Mission: To inspire and support every learner by challenging minds, building character, sparking creativity, and nurturing passions.

Goal 1: All RSU5 students experience a joyful learning climate that is safe, nurturing, and fosters curiosity.

Evidence: Improvement of assessment data collected in District Scorecard

Strategic Objective 1.3:	Action Strategies:	Person Responsible	Progress Indicators
Maximize student opportunities for physical movement and adequate breaks to allow students to refresh and recharge for learning.	1.3C Identify areas in need of improvements and/or additional breaks	Principals at each school	Documented summary of exploration and research findings.

Mission: To inspire and support every learner by challenging minds, building character, sparking creativity, and nurturing passions.

Goal 1: All RSU5 students experience a joyful learning climate that is safe, nurturing, and fosters curiosity.

Evidence: Improvement of assessment data collected in District Scorecard

Strategic Objective 1.3:	Action Strategies:	Person Responsible	Progress Indicators
<p>Maximize student opportunities for physical movement and adequate breaks to allow students to refresh and recharge for learning.</p>	<p>1.3D Make recommendations with stakeholder input to Superintendent for improvement in local practice that reflect research and suit the needs of the local school. Share ideas w/colleagues at similar grade level schools in the District.</p>	<p>Principals at each school</p>	<p>Written record of recommendations to Superintendent</p>

Mission: To inspire and support every learner by challenging minds, building character, sparking creativity, and nurturing passions.

Goal 2: All RSU5 students regularly engage in meaningful student centered learning.

Evidence: Improvement on assessments collected on District Scorecard

Strategic Objective 2.1:	Action Strategies:	Person Responsible	Progress Indicators
Review, research, and explore options for the implementation of student centered instructional practices.	2.1C Explore student centered practices in schools in Maine and beyond.	Assistant Superintendent 1 Building Administrator Teachers	Written report on options considered for changing instructional practices

Mission: To inspire and support every learner by challenging minds, building character, sparking creativity, and nurturing passions.

Goal 2: All RSU5 students regularly engage in meaningful student centered learning.

Evidence: Improvement on assessments collected on District Scorecard

Strategic Objective 2.1:	Action Strategies:	Person Responsible	Progress Indicators
Review, research, and explore options for the implementation of student centered instructional practices.	2.1D Evaluate options, make recommendations, and create plan.	Assistant Superintendent 1 Building Administrator Teachers	Written recommendations to Superintendent

Mission: To inspire and support every learner by challenging minds, building character, sparking creativity, and nurturing passions.

Goal 2: All RSU5 students regularly engage in meaningful student centered learning.

Evidence: Improvement on assessments collected on District Scorecard

Strategic Objective 2.1:	Action Strategies:	Person Responsible	Progress Indicators
Review, research, and explore options for the implementation of student centered instructional practices.	2.1E Implement recommendations per plan.	Assistant Superintendent 1 Building Administrator Teachers	Written recommendations to Superintendent

Mission: To inspire and support every learner by challenging minds, building character, sparking creativity, and nurturing passions.

Goal 2: All RSU5 students regularly engage in meaningful student centered learning.

Evidence: Improvement on assessments collected on District Scorecard

Strategic Objective 2.1:	Action Strategies:	Person Responsible	Progress Indicators
Review, research, and explore options for the implementation of student centered instructional practices.	2.1F Continued expansion of student centered practices.	Assistant Superintendent 1 Building Administrator Teachers	Written recommendations to Superintendent

Mission: To inspire and support every learner by challenging minds, building character, sparking creativity, and nurturing passions.

Goal 2: All RSU5 students regularly engage in meaningful student centered learning.

Evidence: Improvement on assessments collected on District Scorecard

Strategic Objective 2.1:	Action Strategies:	Person Responsible	Progress Indicators
Review, research, and explore options for the implementation of student centered instructional practices.	2.1G Evaluate the effectiveness of improved or new practices. Revise as necessary.	Assistant Superintendent 1 Building Administrator Teachers	Written recommendations to Superintendent

Mission: To inspire and support every learner by challenging minds, building character, sparking creativity, and nurturing passions.

Goal 3: All RSU5 school-parent-community partnerships are based on strong communication and active involvement to support student success.

Evidence: Improvement on assessments collected on District Scorecard

Strategic Objective 3.1:	Action Strategies:	Person Responsible	Progress Indicators
Expand avenues to proactively distribute information about RSU 5 schools and seek feedback from stakeholders.	3.1E Evaluate effectiveness and adjust as necessary.	Strategic Communication Committee Superintendent	Ongoing reports to Board about communications strategies

Mission: To inspire and support every learner by challenging minds, building character, sparking creativity, and nurturing passions.

Goal 3: All RSU5 school-parent-community partnerships are based on strong communication and active involvement to support student success.

Evidence: Improvement on assessments collected on District Scorecard

Strategic Objective 3.3:	Action Strategies:	Person Responsible	Progress Indicators
Encourage and support strong staff-parent partnerships to enhance student success.	3.3D Implement recommendations.	Lead Principal Building Principals 2 Parents	Feedback from teachers, parents, students as appropriate

Mission: To inspire and support every learner by challenging minds, building character, sparking creativity, and nurturing passions.

Goal 4: RSU5 has well developed and refined finance, facilities, transportation and food service systems to support the learning of all students.

Evidence: Improvement on assessments collected on District Scorecard

Strategic Objective 4.5:	Action Strategies:	Person Responsible	Progress Indicators
Strengthen community engagement and support in short and long term financial planning.	4.5B Explore and evaluate options for improving communication regarding financial planning for the district.	Director of Finance and Human Resources Superintendent	Written documentation of existing communication practices and options considered for improvements

Mission: To inspire and support every learner by challenging minds, building character, sparking creativity, and nurturing passions.

Goal 4: RSU5 has well developed and refined finance, facilities, transportation and food service systems to support the learning of all students.

Evidence: Improvement on assessments collected on District Scorecard

Strategic Objective 4.5:	Action Strategies:	Person Responsible	Progress Indicators
Strengthen community engagement and support in short and long term financial planning.	4.5C Make recommendations to the Finance Committee to improve financial planning and communication practices.	Director of Finance and Human Resources Superintendent	Written recommendations to Superintendent/ Finance Committee

Mission: To inspire and support every learner by challenging minds, building character, sparking creativity, and nurturing passions.

Goal 4: RSU5 has well developed and refined finance, facilities, transportation and food service systems to support the learning of all students.

Evidence: Improvement on assessments collected on District Scorecard

Strategic Objective 4.6:	Action Strategies:	Person Responsible	Progress Indicators
Ensure that all facilities are operating efficiently and effectively.	4.6A Conduct Energy Audit (i.e. lighting) to identify needed improvements in RSU 5 facilities.	Superintendent Director of Transportation and Facilities Director of Finance	Written report of audit.

Mission: To inspire and support every learner by challenging minds, building character, sparking creativity, and nurturing passions.

Goal 4: RSU5 has well developed and refined finance, facilities, transportation and food service systems to support the learning of all students.

Evidence: Improvement on assessments collected on District Scorecard

Strategic Objective 4.6:	Action Strategies:	Person Responsible	Progress Indicators
Ensure that all facilities are operating efficiently and effectively.	4.6B Develop & present recommendations for implementing needed improvements to the Board.	Superintendent Director of Transportation and Facilities Director of Finance	Board Agenda

RSU5 Strategic Plan Goal Progress

GOAL 1

OBJECTIVE 1.1

- ACTION STRATEGY 1.1A
- ACTION STRATEGY 1.1B
- ACTION STRATEGY 1.1C
- ACTION STRATEGY 1.1D
- ACTION STRATEGY 1.1E
- ACTION STRATEGY 1.1F

OBJECTIVE 1.2

- ACTION STRATEGY 1.2A
- ACTION STRATEGY 1.2B
- ACTION STRATEGY 1.2C
- ACTION STRATEGY 1.2D
- ACTION STRATEGY 1.2E

OBJECTIVE 1.3

- ACTION STRATEGY 1.3A
- ACTION STRATEGY 1.3B
- ACTION STRATEGY 1.3C
- ACTION STRATEGY 1.3D
- ACTION STRATEGY 1.3E
- ACTION STRATEGY 1.3F

OBJECTIVE 1.4

- ACTION STRATEGY 1.4A
- ACTION STRATEGY 1.4B
- ACTION STRATEGY 1.4C
- ACTION STRATEGY 1.4D
- ACTION STRATEGY 1.4E

GOAL 2

OBJECTIVE 2.1

- ACTION STRATEGY 2.1A
- ACTION STRATEGY 2.1B
- ACTION STRATEGY 2.1C
- ACTION STRATEGY 2.1D
- ACTION STRATEGY 2.1E
- ACTION STRATEGY 2.1F
- ACTION STRATEGY 2.1G

OBJECTIVE 2.2

- ACTION STRATEGY 2.2A
- ACTION STRATEGY 2.2B
- ACTION STRATEGY 2.2C
- ACTION STRATEGY 2.2D
- ACTION STRATEGY 2.2E
- ACTION STRATEGY 2.2F

OBJECTIVE 2.3

- ACTION STRATEGY 2.3A
- ACTION STRATEGY 2.3B
- ACTION STRATEGY 2.3C
- ACTION STRATEGY 2.3D

OBJECTIVE 2.4

- ACTION STRATEGY 2.4A
- ACTION STRATEGY 2.4B
- ACTION STRATEGY 2.4C
- ACTION STRATEGY 2.4D

OBJECTIVE 2.5

- ACTION STRATEGY 2.5A
- ACTION STRATEGY 2.5B
- ACTION STRATEGY 2.5C

GOAL 3

OBJECTIVE 3.1

- ACTION STRATEGY 3.1A
- ACTION STRATEGY 3.1B
- ACTION STRATEGY 3.1C
- ACTION STRATEGY 3.1D
- ACTION STRATEGY 3.1E

OBJECTIVE 3.2

- ACTION STRATEGY 3.2A
- ACTION STRATEGY 3.2B
- ACTION STRATEGY 3.2C
- ACTION STRATEGY 3.2D
- ACTION STRATEGY 3.2E
- ACTION STRATEGY 3.2F
- ACTION STRATEGY 3.2G

OBJECTIVE 3.3

- ACTION STRATEGY 3.3A
- ACTION STRATEGY 3.3B
- ACTION STRATEGY 3.3C
- ACTION STRATEGY 3.3D
- ACTION STRATEGY 3.3E

GOAL 4

OBJECTIVE 4.1

- ACTION STRATEGY 4.1A
- ACTION STRATEGY 4.1B
- ACTION STRATEGY 4.1C
- ACTION STRATEGY 4.1D

OBJECTIVE 4.2

- ACTION STRATEGY 4.2A
- ACTION STRATEGY 4.2B
- ACTION STRATEGY 4.2C
- ACTION STRATEGY 4.2D
- ACTION STRATEGY 4.2E
- ACTION STRATEGY 4.2F
- ACTION STRATEGY 4.2G

OBJECTIVE 4.3

- ACTION STRATEGY 4.3A
- ACTION STRATEGY 4.3B
- ACTION STRATEGY 4.3C
- ACTION STRATEGY 4.3D
- ACTION STRATEGY 4.3E

OBJECTIVE 4.4

- ACTION STRATEGY 4.4A
- ACTION STRATEGY 4.4B
- ACTION STRATEGY 4.4C
- ACTION STRATEGY 4.4D

OBJECTIVE 4.5

- ACTION STRATEGY 4.5A
- ACTION STRATEGY 4.5B
- ACTION STRATEGY 4.5C
- ACTION STRATEGY 4.5D

OBJECTIVE 4.6

- ACTION STRATEGY 4.6A
- ACTION STRATEGY 4.6B

Completed
2023-2024 Work

Strategic Plan Timeline (Board Review _____)

Objectives	December 2020	January 2021	May 2021	December 2021	February 2022	May 2022	December 2022	May 2023	September 2023	May 2024	September 2024	December 2024	May 2025
1.1 Social Emotional								Implement action steps		Evaluate what's working and revise as needed			
1.2 Student Voice				Identify existing opportunities; Explore options for strengthening; Recommend options for implementation		Implement revised practices to further student voice		Evaluate new options for student voice					
1.3 Movement								Identify current opportunities; Explore/research effective practices; Identify areas in need of improvement		Explore/research effective practices; Identify areas in need of improvement; Make recommendations			Implement; Evaluate and revise as needed
1.4 Strengthen diversity, equity and inclusion practices				Equity audit completed	Develop & recommend a plan	Begin to implement recommendations Policy revisions completed; Complete implementation of recommendations						Evaluate effectiveness	
2.1 Student Centered Practices										Explore other options at neighboring schools; Evaluate options and make recommendations, create plan; Implement; Continued expansion of student-centered practices; Evaluate effectiveness of changes			
2.2 Curriculum/Extra-curricular						Review current offerings		Survey staff/students for expansion; Explore/evaluate new options; Recommend; Implementation of expanded offerings; Expand/Evaluate					
2.3 Collaboration/Staff Voice			Evaluate effectiveness of new practices										
2.4 Grading/Reporting Practices				Identify needed improvements; Make needed recommendations				Implement improved communications with all stakeholders					Evaluate effectiveness of changes
2.5 Data			Implement and evaluate protocol										
3.1 Communication with Stakeholders							Develop and implement plan			Evaluate effectiveness and revise as needed			

Strategic Plan Timeline (Board Review _____)

Objectives	December 2020	January 2021	May 2021	December 2021	February 2022	May 2022	December 2022	May 2023	September 2023	May 2024	September 2024	December 2024	May 2025
3.2 Community Based Learning					Identify and assess current happenings						Survey student and staff to identify gaps; Research community-based learning opportunities; Develop and recommend;		Continued expansion of community based learning; Implement; Evaluate
3.3 Parent Partnership					Identify current ways parents engage; Explore ways to strengthen partnerships		Explore/research strategies for improving/expanding/strengthening partnerships; Develop and recommend plan of action		Implement plan for improved partnership				Evaluate and revise implemented plan
4.1 Quality Facilities		Enrollment Study	Explore options for facilities expansion/renovations	Review and update Capital Improvement Plan; Make recommendations to the Board		Implement recommended improvements							
4.2 Attract and Retain High Effective Staff	Review and improve protocols for required trainings			Develop and recommend a plan to make needed improvements; Implement recommendations per details in the plan				Evaluate attrition rate					
4.3 Student Access to Highest Quality Nutrition Program	Review the quality of the nutrition program and the equity of its access to all students; Make recommendations to the Superintendent		Implement recommended changes in nutrition program and access					Inventory and evaluate major equipment and facilities in all schools, prioritizing repairs and replacement, resulting in an annual maintenance schedule; Make recommendations to the Superintendent					
4.4 Provide all Students transportation that supports participation in curricular and extra-curricular programs.						Make recommendations to improve services for students; Implement recommended improvements							
4.5 Community Engagement in Financial Planning	Assess existing community engagement in financial planning processes									Explore and evaluate options for improving communication regarding financial planning for the district; Make recommendations	Implement recommended improvements		

Strategic Plan Timeline (Board Review _____)

Objectives	December 2020	January 2021	May 2021	December 2021	February 2022	May 2022	December 2022	May 2023	September 2023	May 2024	September 2024	December 2024	May 2025
4.6 Ensure that all facilities are operating efficiently and effectively										Conduct Energy Audit to identify needed improvements in RSU5 facilities; Develop and present recommendations			