

# MAINE STATE LEGISLATURE

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State Board of Education

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TO: Senator Peggy Pendleton, Chair  
Representative Shirley Richard, Chair, and  
Members of the Joint Standing Committee on Education and Cultural Affairs

FROM: James E. Rier, Chair  
Maine State Board of Education

DATE: January 21, 1998

RE: State Board of Education Program Evaluation Report

In accordance with the provisions of the Government Evaluation Act, 3 MRSA, §951 et seq., I am pleased to submit the Program Evaluation Report for the State Board of Education.

The State Board of Education's mission is to promote statewide leadership by advocating, promoting, and improving education policy and lifelong learning for all Maine people, particularly its' children. In support of that mission, the Board offers direction to the Executive and Legislative branches of state government.

We look forward to sharing our vision and goals with you through this Program Evaluation Report. It has provided us with an opportunity to reflect on the structure of the State Board and the way we organize our work. We also realize that fostering a strong partnership with you and the Legislature is very important to our mutual goal of delivering equal and quality education to all of Maine's learners.

We are all available to you should you have questions or require additional information. I will make every effort to have as many Board members present as possible at our presentation of the report to you so that you may direct questions to members most responsible for the assigned work. We look forward to reviewing the report and the work of the State Board of Education with you and the members of the Joint Standing Committee on Education and Cultural Affairs.

APR 23 1998

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**STATE BOARD OF EDUCATION**

**GOVERNMENT EVALUATION ACT  
PROGRAM EVALUATION REPORT**

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**STATE BOARD OF EDUCATION  
GOVERNMENT EVALUATION ACT  
PROGRAM EVALUATION ACT**

November 1, 1997

**Submitted to**

**JOINT STANDING COMMITTEE ON EDUCATION AND CULTURAL AFFAIRS**

**EXECUTIVE SUMMARY**

**Introduction**

The State Government Evaluation Act, 3 MRSA, §§951-963, provides for a system of periodic review of agencies and independent agencies of State Government in order to evaluate their efficiency and performance. The authorizing legislation requires that the agency prepare and submit to the Legislature, through the committee of jurisdiction, a program evaluation report that includes a review of agency management and organization, program delivery, agency goals and objectives, statutory mandate and fiscal accountability. Additionally, the report must include:

**Section A. Enabling Legislation (State and Federal)**

This section contains an inventory of state and federal statutes enabling all program units and activities of the State Board of Education and the Department of Education. It also contains a matrix of how these statutes and rulemaking are carried out by the Department of Education and the State Board of Education. Please refer to Section A included in the Department of Education summary for details.

**Section B. Organizational Structure**

This section contains the leadership and committee structure of the State Board of Education. The graphic shows the Standing Committees as well as those created by the Legislature and of Executive Order. State Board of Education members serve on other committee and task forces outside the Board structure and those affiliated assignments/appointments are also listed.

**Section C. Description of each Standing Committee**

This section contains detailed descriptions of each Standing Committee of the State Board of Education. The committee descriptions contain the committee name, committee purpose, staff support, goals/objectives, performance reports, barriers to performance, coordination with other agencies, constituencies served by the committee and statutory references where applicable.

**Section D. Ten Year Financial Summary**

This section presents a ten-year financial summary showing the pattern of funding levels for the State Board of Education. Appropriations are presented both including and excluding funding for the Task Force on Learning Results and the Committee to Study Essential Programs and Services.

### **Section E. Regulatory Agenda and Summary of Rules Adopted**

This section includes the State Board of Education's and the Department of Education's Regulatory Agenda for 1997 and an inventory/summary of all State Board of Education Rules and Department of Education Rules - all in accordance with requirements of the Maine Administrative Procedures Act. This section is included in the Department of Education summary under Section F.

### **Section G. Constituencies Served by the Agency**

The primary constituents of the State Board of Education are the K-12 and post-secondary students as well as adult learners in Maine. The State Board of Education provides statewide leadership by advocating, promoting, and improving education policy and lifelong learning for all Maine people; particularly its' children. The Board also offers direction to the Legislative and Executive branches of state government. Because constituencies are tied most directly to standing committees and affiliated assignments this section has been incorporated into the committee descriptions under Section C.

### **Section F. Areas Where Efforts Have Been Coordinated with Other Agencies**

Nearly every purpose served by the State Board of Education involves communication and coordination with other agencies and education affiliates as indicated in the organizational structure under Section B. Since most of the coordination efforts occur through the standing committees and affiliated assignments, this section has been incorporated into the committee descriptions under Section C.

### **Section H. Emerging Issues for the Agency**

The State Board of Education envisions a state where all citizens, through education opportunities, will realize their maximum potential as productive self-fulfilled individuals, thereby enhancing their quality of life. In this section, the State Board previews the issues and initiatives we feel are critical in supporting our vision and our goal of delivering quality education to all of Maine's learners.

- Supporting the implementation of the Learning Results
- Implementing standards and assessments for initial teacher certification
- Providing the leadership to develop and implement state policy that will provide a sensible, comprehensive, long term solution to our school facilities needs
- Developing a plan for funding of essential services and programs and a system for measuring and ensuring that schools are held accountable for meeting the Learning Results
- Supporting the full implementation of technology both in professional staff development and student classroom learning
- Promoting parent, business, and community involvement in our schools
- Supporting the worth of all children and their families through an integrated program of mental and physical wellness and social services
- Continuing to develop regional approaches to the delivery of education that enhance learning opportunities and provide improved efficiencies of administration

# STATE BOARD OF EDUCATION

**CHAIR**  
(ELECTED ANNUALLY)

**VICE-CHAIR**  
(ELECTED ANNUALLY)

## STANDING COMMITTEES (Appointed by the Chair)

### School Improvement/ Applied Technology

- Chair
- V. Chair
- 1 Member

### Construction/ Regionalization

- Chair
- V. Chair
- 1 Member

### Higher Education/ Certification

- Chair
- V. Chair
- 1 Member

## AD-HOC COMMITTEES (Appointed by the Chair)

### George M. Briggs Award

- Chair
- 2 Members

### Making the Grade Award

- 1 Member

### Teacher of the Year Award

- 1 Member

### Legislation and Legislative Affairs

- Board Chair
- Board V. Chair
- Committee Chairs

### James C. MacCampbell Library Award

- 1 Member

# STATE BOARD OF EDUCATION

## Committees Created by Legislation (Appointed by the Chair)

(Task Specific/Time Limited -SBE Responsibility)

### Charter Schools and School Choice

- Chair
- 1 Member

### Essential Programs & Services and School Funding

- Chair
- V. Chair

### Results Based Initial Teacher Certification

- Chair
- V. Chair

## Committees Created by Executive Order (Appointed by the Governor)

(Task Specific/Time Limited -SBE Responsibility)

### Governor's School Facilities Commission

Chair of  
Construction Sub-committee

## Affiliated Assignments / Appointments

- ATM Policy Oversight Committee ( 1 Member )
- Education Coordinating Committee ( Chair SBE )
- Education Research Institute Steering Committee ( 1 Member )
- Jobs for Maine Graduates Board of Directors (Gubernatorial Appointment)
- Learning Results Steering Committee ( 1 Member )
- Maine Children's Alliance ( 1 Member )
- Maine Coalition for Excellence in Education ( 3 Members )
- Maine Internet Education Consortium ( 1 Member )
- Maine Leadership Consortium ( 2 Members )
- Mathematics and Science Alliance Board of Directors ( 2 Members )
- National Commission on Teaching & Americas Future ( 1 Member )
- North East Regional Lab ( 1 Member )
- Professional Development Committee for Learning Results ( 1 Member )
- State Telecommunications Policy Board ( 1 member )
- Task Force to Review the Applied Technology Centers/Regions ( 2 Members )

## STATE BOARD OF EDUCATION

### STANDING COMMITTEE                      Applied Technology/School Improvement

#### COMMITTEE PURPOSE

To perform such tasks as necessary to bring to the full State Board of Education for its approval any and all pertinent materials so that the State Board may perform its duties as the State agency responsible for the administration or supervision of the state vocational program.

#### STATUTORY REFERENCE

Carl D. Perkins Vocational and Applied Technology Education Act of 1990 Sec. 111-Title 20-A Chapter 5 4053Q - Title 20-A Chapter 5 405-7

#### STAFF SUPPORT

Department of Education vocational personnel

#### GOALS AND OBJECTIVES

To meet Carl D. Perkins Vocational and Applied Technology Education Act in a timely manner

#### OTHER AGENCIES

Maine Council on Vocational Education per Carl D. Perkins

#### CONSTITUENCIES

Secondary and post-secondary students



## STATE BOARD OF EDUCATION

STANDING COMMITTEE:            Construction/Regionalization

### COMMITTEE PURPOSE

To review, evaluate and make recommendations on all school construction projects that will be brought before the State Board of Education for concept and funding approval. The committee also advises the State Board on matters pertaining to school construction that will assure adequate and equitable policies and other measures to address Maine's school facilities needs.

### STATUTORY REFERENCE

Title 20-A MRSA Chapter 5 Section 404  
Title 20-A MRSA Chapter 609 Section 15901-15911

### STAFF SUPPORT/ALL PHASES

Department of Education  
Bureau of General Services

### GOALS AND OBJECTIVES

To provide the State Board of Education with sufficient background to make the most informed decision possible on school construction concept and funding approvals and to assure compliance with all applicable State Board Rules and State Statutes. Additionally, the committee provides guidance to the State Board by recommending changes to the Rules and Statutes that will assure a sensible, timely, and predictable program of public financing of statewide school construction and renovation needs.

### PERFORMANCE REPORTS

None

### BARRIERS TO PERFORMANCE

1. Limited staff within the Department of Education; more resources needed to insure building compatibility with the school administrative units educational vision and Maine's Learning Results.
2. Limited staff at the Bureau of General Services; more resources are needed for new construction/renovation oversight and in assisting school administrative units with health and safety issues in existing buildings.
3. Limited capability of a three member volunteer committee (with the current Department of Education and State Board structure) to sufficiently review all aspects of school construction projects and advise the State Board toward a well informed decision.

AREAS COORDINATED WITH OTHER AGENCIES/AFFILIATES

Department of Education - approval preparation/program analysis  
Bureau of General Services - design and construction oversight  
State Planning Office - planning and population projections  
Department of Administrative and Financial Services - budget and debt projections

CONSITUENCIES SERVED BY COMMITTEE

School children and taxpayers of Maine  
Teachers, administrators, parents, and community members  
State Board of Education  
Department of Education  
Joint Standing Committee on Education and Cultural Affairs  
Legislature

## STATE BOARD OF EDUCATION

STANDING COMMITTEE: Higher Education/Certification

### COMMITTEE PURPOSE

- ✓ To review, evaluate and make recommendations on issues of teacher certification to the State Board of Education.
- ✓ To approve teacher education programs at institutes of higher education.
- ✓ To approve out-of-state programs/colleges offering courses and degree programs in Maine.

### STATUTORY REFERENCES

20-A §8 #3  
Chapter 5 8501 F,N  
Chapter 502 §13011 - §13023

### STAFF SUPPORT

1. Secretary to the Board
2. DOE staff on committees
3. Support Services Team Leader
4. Director of Certification
5. Higher Education Specialist

### GOALS AND OBJECTIVES

- ✓ To provide the State Board of Education with detailed and reliable information to make informed decisions on teacher certification, program approval as degree programs. Teacher certification is carried out in cooperation with NCATE with whom Maine has a partnership.

### PERFORMANCE REPORTS

None

### BARRIERS TO PERFORMANCE

- ✓ Support by the Department of Education has been limited due to departmental downsizing and reorganization.
- ✓ Minimal support to facilitate Board work

#### AREAS COORDINATED WITH OTHER AGENCIES/AFFILIATES

- ✓ Department of Education
  - Support Services Team Leader
  - Director of Certification
  - Higher Education Specialist
- ✓ National Commission on Teaching and America's Future Work Group
- ✓ Maine Leadership Consortium
- ✓ Chancellor of University of Maine System
- ✓ Deans/Directors of Teacher Education Programs at all colleges

#### CONSTITUENCIES SERVED BY COMMITTEE

- ✓ University of Maine System
- ✓ Private Colleges
- ✓ Colleges seeking program approval
- ✓ Citizens requesting courses requiring approval of out-of-state college programs allowing them to offer courses in Maine
- ✓ Stakeholder groups requesting modification in certification
- ✓ Maine Education Association
- ✓ Teachers/Administrators/Maine citizens

## STATE BOARD OF EDUCATION

### COMMITTEE Charter Schools and School Choice

#### COMMITTEE PURPOSE

To review the national data, examine the Choice and Charter School legislation previously submitted to the Joint Standing Committee on Education and Cultural Affairs, receive testimony from relevant sources about charter school and choice initiatives in other states and jurisdictions.

#### STATUTORY REFERENCE

SP 498 - L.D. 1560 Resolve, Directing the State Board of Education to Study Charter Schools and School Choice

#### STAFF SUPPORT/ALL PHASES

Department of Education  
Education Research Institute Steering Committee, available but not needed

#### GOALS AND OBJECTIVES

To present a clear and concise report to the Joint Standing Committee regarding choice and charter schools, as implemented in other states and jurisdictions, in order to assist the committee to make decisions regarding legislation on these issues pending before it.

#### PERFORMANCE REPORTS

None

#### BARRIERS TO PERFORMANCE

- ✓ Difficulty in finding place to meet
- ✓ Staff person is excellent but has too many other responsibilities
- ✓ Very tight timetable, given need for research and the realities of volunteers schedules
- ✓ Predetermined attitudes on the part of some individuals with a particular interest in the issue

#### AREAS COORDINATED WITH OTHER AGENCIES

- ✓ National overview provided by Education Commission of the States
- ✓ Overview of legislation in other states provided by National Council of state legislatures
- ✓ Other information pulled together by Phil McCarthy, Office of Policy & Legal Analysis

### CONSTITUENCIES SERVED BY COMMITTEE

- ✓ Joint Standing Committee on Education and Cultural Affairs
- ✓ State Board of Education
- ✓ Business
- ✓ Various education focused organizations including: Maine School Boards Association, Maine Education Association, Maine PTA, Maine School Superintendents Association, Maine Principals Association, Maine Association for Supervision and Curriculum Development, University of Maine System, Coalition for Excellence in Education, Maine Association of Directors of Special Education
- ✓ School children and taxpayers of Maine

## STATE BOARD OF EDUCATION

### COMMITTEE

### Essential Programs and Services

### COMMITTEE PURPOSE

To develop an implementation plan for funding essential programs and essential services for students

### STATUTORY REFERENCE

L.D. 1137, Par X and L.D. 1895, Section 1-3

### STAFF SUPPORT/ALL PHASES

Department of Education and the Education Research Institute

### GOALS AND OBJECTIVES

- ✓ To develop and submit to the State Board of Education for presentation to the Legislature, a plan which:
  1. Is based on criteria for student Learning Results as established in P.L. 1995 Chapter 649 and on rules of the Department of Education, and
  2. Establishes a system for measuring Learning Results and for holding schools accountable for same.

### PERFORMANCE REPORTS

None

### BARRIERS TO PERFORMANCE

- ✓ Complexity of the assignment
- ✓ Ideological differences of opinion

### AREAS COORDINATED WITH OTHER AGENCIES/AFFILIATES

- ✓ Staff support from Department of Education and Education Research Institute Steering Committee - data gathering and analysis
- ✓ Committee to study school funding formula - now funds are collected and used

### CONSTITUENCIES SERVED BY THE COMMITTEE

- ✓ State Board of Education
- ✓ Joint Standing Committee on Education and Cultural Affairs
- ✓ School children and taxpayers of Maine

## STATE BOARD OF EDUCATION

### COMMITTEE      The School Funding Formula

#### COMMITTEE PURPOSE

To develop and report to the Joint Standing Committee on Education and Cultural Affairs an adequate and suitable method for funding essential programs and services.

#### STATUTORY REFERENCE

L.D. 1895, Sections 1-3, and L.D. 1137, Part X

#### STAFF SUPPORT/ALL PHASES

Department of Education  
Education Research Institute

#### GOALS AND OBJECTIVES

- ✓ Review and make recommendations regarding the report, presented by the Commissioner of Education to the Joint Standing Committee on Education and Cultural Services, related to the current methods used to calculate the income and cost-of-living adjustment factors.
- ✓ Review the essential programs and services plan presented by the State Board of Education to the Joint Standing Committee on Education and Cultural Services pursuant to P.L. 1997, Chapter 24, Part X, Section 1.

#### PERFORMANCE REPORTS

None

#### BARRIERS TO PERFORMANCE

- ✓ Complexity of the assignment
- ✓ Ideological and political differences relative to underlying issues
- ✓ Limited recourses available to volunteer citizen committees and the limits on the time which any group of volunteers can commit to the task at hand.

#### AREAS COORDINATED WITH OTHER AGENCIES/AFFILIATES

- ✓ Staff support from Department of Education and Education Research Institute Steering Committee - data gathering and analysis.
- ✓ Committee on Essential Programs and Services - consideration of those areas which are to be funded.



CONSTITUENCIES SERVED BY THE COMMITTEE

- ✓ State Board of Education
- ✓ Joint Standing Committee on Education and Cultural Affairs
- ✓ School children and taxpayers of Maine

STATE BOARD OF EDUCATION

COMMITTEE Results-Based Initial Teacher Certification

COMMITTEE PURPOSE

To develop standards for Maine teacher certification to support Maine's Learning Results

STATUTORY REFERENCE

None

GOALS AND OBJECTIVES

- ✓ Design and implement teaching standards for submission and approval to the State Board of Education
- ✓ Advisory report presented October 1997 and accepted
  - Pilot sites involved:
    - University of Maine at Farmington
    - Bates College
    - University of Southern Maine, ETEP Program
    - University of Maine at Presque Isle
    - University of Orono
    - College of Atlantic
    - Bowdoin College
    - University of New England

PERFORMANCE REPORT

None

BARRIERS TO PERFORMANCE

None

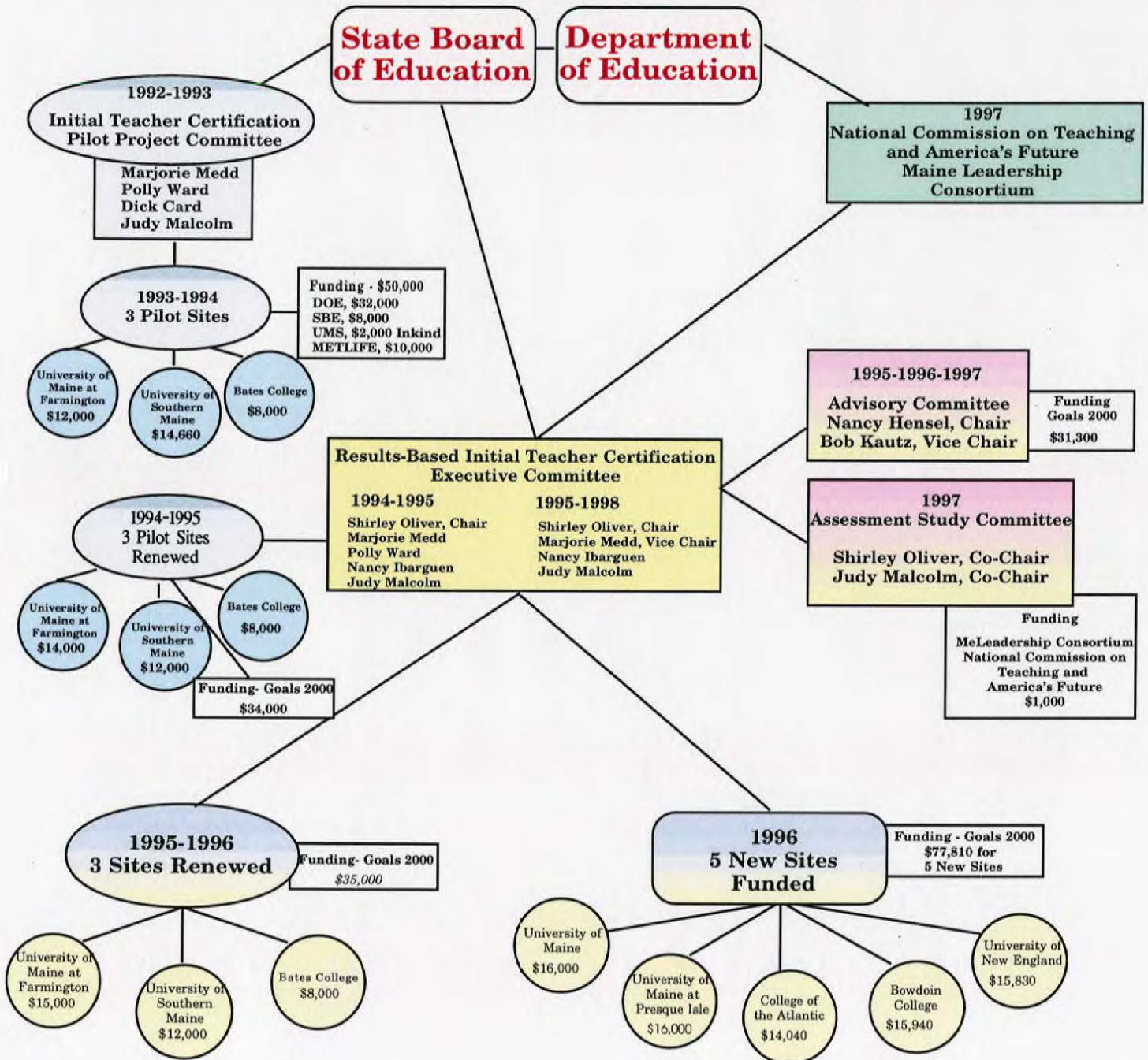
AREAS COORDINATED WITH OTHER AGENCIES/AFFILIATES

Extensive informational meetings with stakeholders

CONSTITUENCIES SERVED BY THE COMMITTEE

State Board of Education  
Future teachers  
Higher education institutions

# Historical Perspective of Results-Based Initial Teacher Certification Project (A parallel project to support Learning Results)



STATE BOARD OF EDUCATION

GEORGE M. BRIGGS AWARD

PURPOSE

To review proposals and make recommendations to the State Board of Education for approval. With State Board approval, the Commissioner of Education may draw from a special account designed "George M. Briggs Fund" to fund recommended proposals.

STATUTORY REFERENCES

Will of George Millett Briggs  
(Approximately 1881 Legislature set a maximum per year of \$25,000)

STAFF SUPPORT

Department of Education vocational personnel

GOALS AND OBJECTIVES

To see that a recommendation is brought to the State Board of Education in a timely manner so the awards can be made before the beginning of the school year.

CONSTITUENCIES SERVED BY THE COMMITTEE

Vocational education applicants

STATE BOARD OF EDUCATION

MAKING THE GRADE AWARD

PURPOSE

To award schools throughout Maine for established community volunteer programs which encourage partnerships and foster community based or business/school involvement.

STATUTORY REFERENCE

Ad hoc committee appointed by the State Board of Education

STAFF SUPPORT/ALL PHASES

Department of Education

GOALS AND OBJECTIVES

Recognize an established community volunteer program for partnerships with communities and/or schools

PERFORMANCE REPORTS

Monthly award and report given at State Board meetings

BARRIERS TO PERFORMANCE

Few applicants

AREAS COORDINATED WITH OTHER AGENCIES/AFFILIATES

Schools throughout Maine

CONSTITUENCIES SERVED BY COMMITTEE

Schools, communities, and businesses throughout Maine

## STATE BOARD OF EDUCATION

### TEACHER OF THE YEAR AWARD

#### PURPOSE

To identify and honor a Maine State Teacher of the Year by participating in the oral presentation review of finalist to present the award at a school assembly and to host the annual recognition dinner.

#### STATUTORY REFERENCE

Ad hoc committee

#### STAFF SUPPORT/ALL PHASES

Yes

#### GOALS AND OBJECTIVES

- ✓ To identify excellent Maine teachers
- ✓ To celebrate the teaching profession

#### PERFORMANCE REPORTS

Numerous reports to the State Board throughout the year

#### BARRIERS TO PERFORMANCE

Lack of applicants

#### AREAS COORDINATED WITH OTHER AGENCIES/AFFILIATES

Funding support provided through some Maine businesses

#### CONSTITUENCIES SERVED BY COMMITTEE

- ✓ The educational system in Maine
- ✓ All teachers within the state

STATE BOARD OF EDUCATION

JAMES C. MACCAMPBELL LIBRARY AWARD

PURPOSE

To identify a school whose library exemplifies the standards reflected in Maine School Library Media Programs.

STATUTORY REFERENCE

Ad hoc committee created/appointed by the Chair of the State Board of Education

STAFF SUPPORT/ALL PHASES

Yes

GOALS AND OBJECTIVES

To award exemplary library programs in honor of James C. MacCampbell, past State Board member, library educator, Director of Fogler Library, and Founding Director of the Margaret Chase Smith Library.

PERFORMANCE REPORTS

Applications due March 1st of each year. Recipient and report presented to the State Board each May.

BARRIERS TO PERFORMANCE

Lack of applicants

AREAS COORDINATED WITH OTHER AGENCIES/AFFILIATES

Presented at the annual Maine Libraries Conference

CONSTITUENCIES SERVED BY COMMITTEE

Maine School Libraries

## STATE BOARD OF EDUCATION

### THE GOVERNOR'S SCHOOL FACILITIES COMMISSION

(Commission created by Executive Order)

#### PURPOSE OF ASSIGNMENT

To provide leadership for the School Facilities Commission and a critical link with the State Board of Education and its responsibilities on school construction policy and administration.

#### COMMISSION PURPOSE

To conduct a comprehensive review to determine the true scope of school facility's needs throughout the state and prepare a feasible plan for public financing to meet those current and future school facility's needs.

#### STATUTORY REFERENCE

Executive Order No. 1 FY 97/98, dated July 1, 1997

#### STAFF SUPPORT/ALL PHASES

Department of Education  
Department of Administrative and Financial Services

#### GOALS AND OBJECTIVES

To identify the scope of local school construction and renovation needs, drawing upon the information supplied by local school administrative units, as well as the findings of the Technical Advisory Group established by the Department of Administrative and Financial Services to review the Health and Safety of School Buildings Report, prepared by the University of Maine.

Prepare a recommended plan for a sensible and predictable program of public financing of the identified statewide school construction and renovation needs that makes the most equitable and efficient use of available school construction funds.

To review and analyze current Maine law, State Board of Education rules, regulations and policies controlling school construction, including but not limited to, new construction, renovations, leased space, and maintenance and capital improvement plans in order to determine where changes are needed and provide any recommended revisions in current state law, rules, regulations, and policy in order to implement the plan.

#### PERFORMANCE REPORTS

The Commission must prepare a summary of its review and recommended plan in draft form no later than December 1, 1997. The Commission must incorporate public comments, through statewide public hearings, as appropriate and prepare any necessary legislation to implement its recommendations.



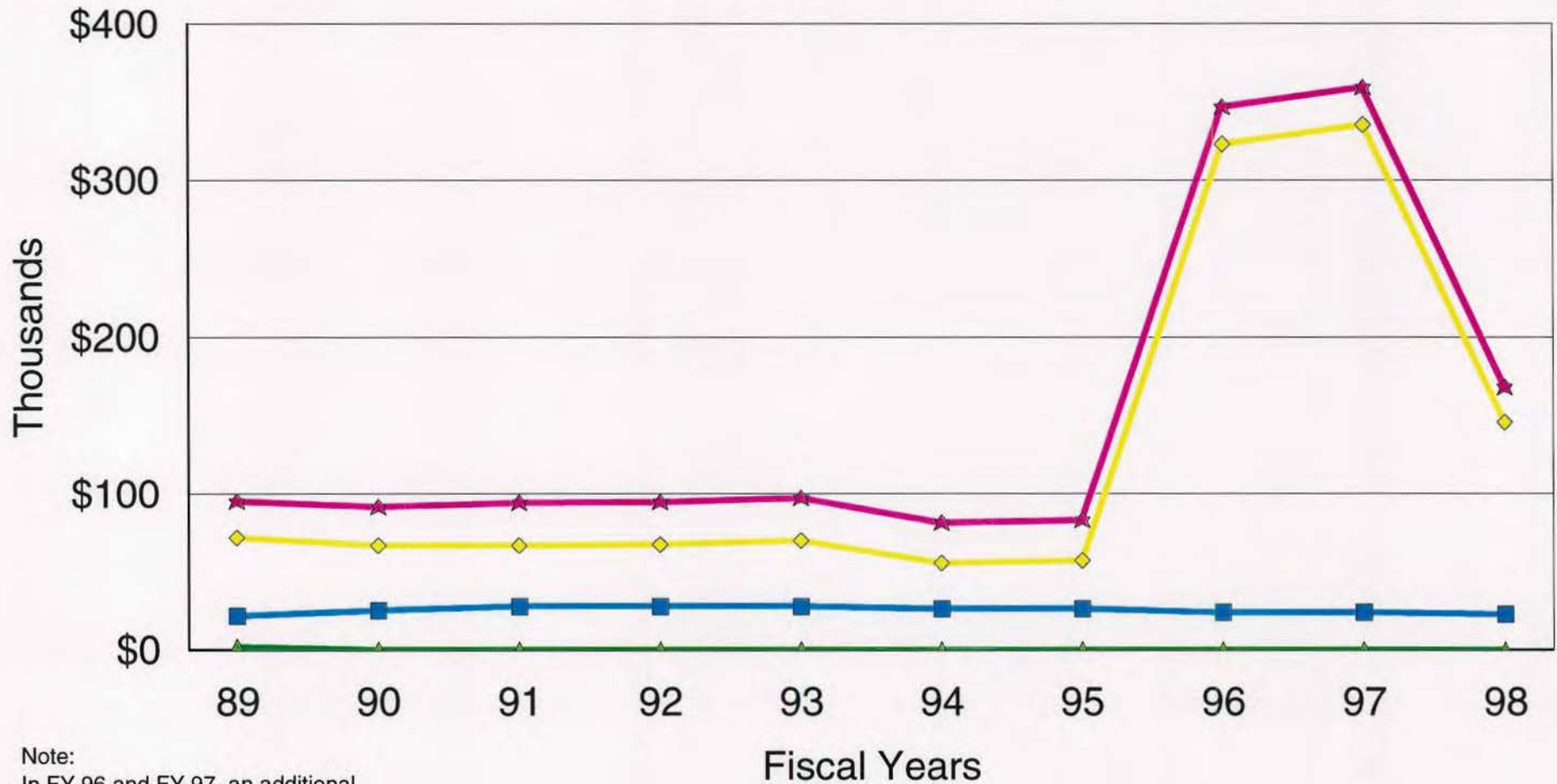
BARRIERS TO PERFORMANCE

Limited time available for a very complex assignment

AREAS COORDINATED WITH OTHER AGENCIES/AFFILIATES

Department of Education  
Bureau of General Services  
Department of Administrative and Financial Services  
Maine Municipal Bond Bank  
State Treasurers Office  
State Attorney Generals' Office  
State Planning Office

# State Board of Education Appropriations

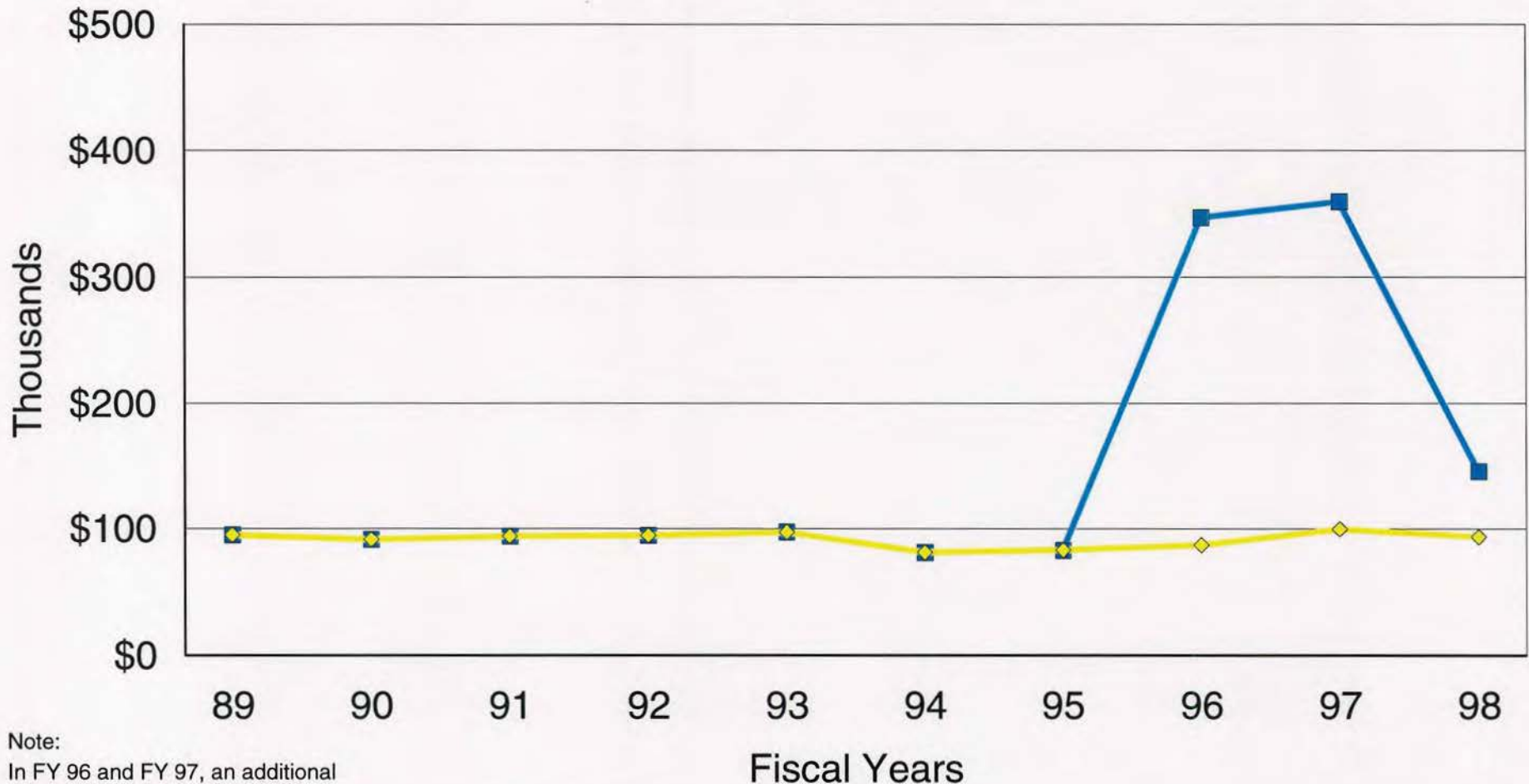


**Note:**

In FY 96 and FY 97, an additional \$260,000 was appropriated for the Task Force on Learning Results.  
 In FY 98, an additional \$75,000 was appropriated for the Committee to Study Essential Programs & Services and School Funding



# State Board of Education Appropriations



Note:

In FY 96 and FY 97, an additional \$260,000 was appropriated for the Task Force on Learning Results.

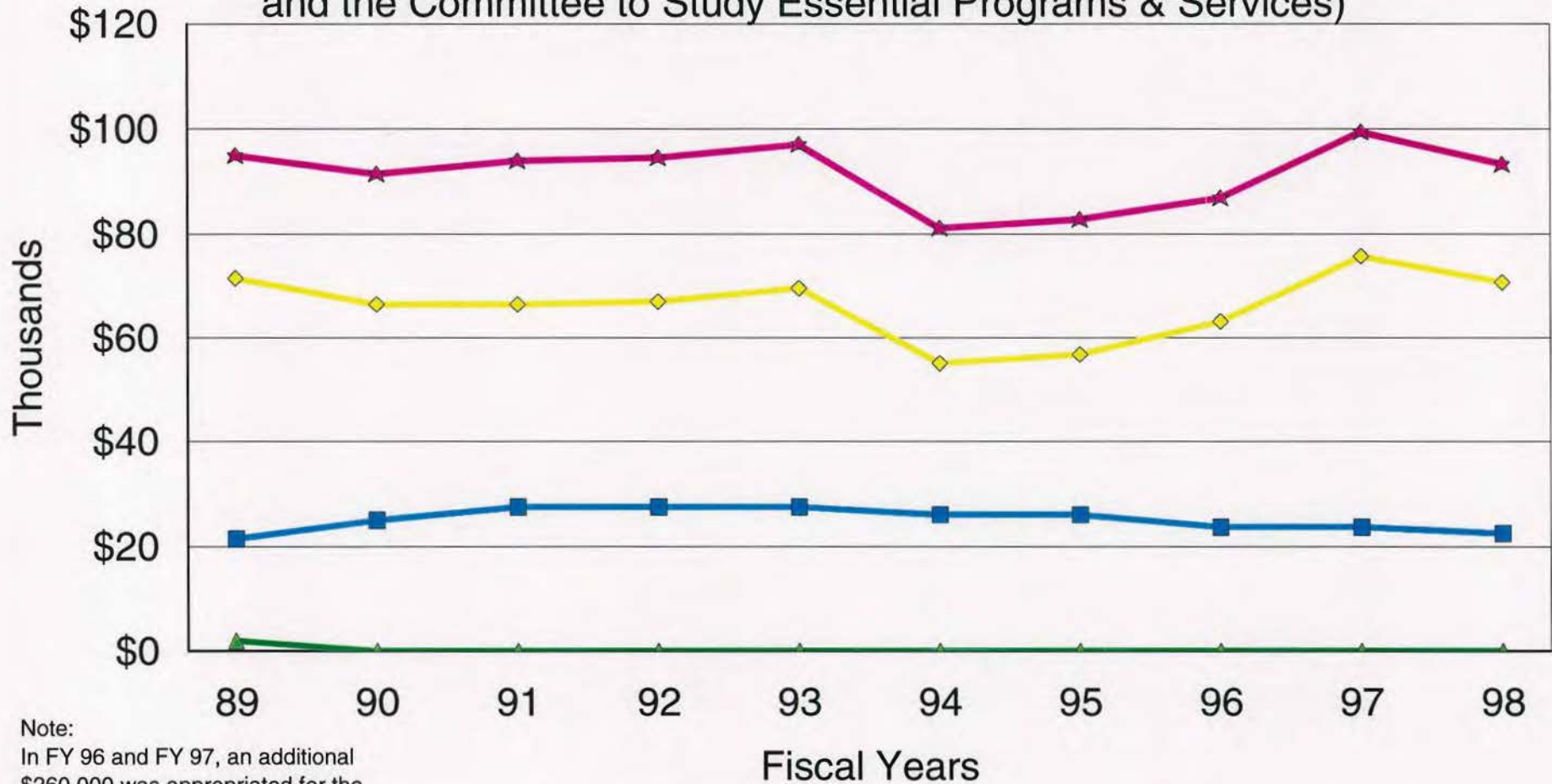
In FY 98, an additional \$75,000 was appropriated for the Committee to Study Essential Programs & Services and School Funding

■ **Appropriation**  
◆ **Approp. excluding Learning Results & Essential Progs. & Servs.**

# State Board of Education

## Appropriations

(Excluding the Task Force on Learning Results  
and the Committee to Study Essential Programs & Services)



Note:

In FY 96 and FY 97, an additional \$260,000 was appropriated for the Task Force on Learning Results.

In FY 98, an additional \$75,000 was appropriated for the Committee to Study Essential Programs & Services and School Funding



# MAINE STATE BOARD OF EDUCATION

## MISSION

The Mission of the State Board of Education is to provide statewide leadership by advocating, promoting, and improving education policy and life-long learning for all Maine people, particularly its children. The Board offers direction to the Executive and Legislative branches of state government; thus, fulfilling its legislative requirement.

## VISION

We envision a state where all citizens, through educational opportunities, will realize their maximum potential as productive and self-fulfilled individuals, thereby enhancing the quality of life for all. To this end, each person will reflect a high level of literacy as:

- A clear and effective communicator,
- A self-directed life-long learner,
- A creative and practical problem solver,
- An integrative and informed thinker,
- A responsible and involved citizen, and
- A collaborative and quality worker.

## GOAL 1

**To ensure that Maine schools provide a learning environment that allows and encourages all students to reach their fullest potential.**

### School Improvement

#### Objective 1

By the school year 2004-2005, all school administrative units (SAUs) will have implemented Learning Results in the content areas of mathematics, science, social studies, English, language arts, and physical education/health.

#### Strategy

1. To align the Maine Education Assessment (MEA) so that MEA scores can be used as one assessment measure for English, language arts, mathematics, social studies, science, foreign language, career preparation and physical education/health

#### Action

- a. Advocate for adequate funding for the MEA program.
- b. Promote training opportunities for the development of local assessment systems.

- c. Identify and share Maine models, as well as national models for local assessment practices.

### Objective 2

By school year 1998-1999, standards and assessments for an initial teacher preparation system will be in place.

### Strategy

- 1. Introduce legislation to implement new standards and a results-based initial teacher preparation system aligned to Learning Results.

### Action

- a. Appoint an assessment study work group to continue to develop a results-based initial teacher preparation system through the work of an active advisory committee.
- b. Facilitate a state-wide dialogue involving college education faculty members responsible for teacher development.
- c. Facilitate a dialogue with K-12 school administrators and teachers regarding the new standards and system for initial teacher certification.

### Objective 3

Develop a specific strategy to ensure that the Legislature appropriates an annual amount of at least \$2,000,000 for professional development to help implement the Learning Results.

### Strategy

- 1. In-service teachers will be given opportunities to improve teaching skills based on Learning Results.

## **GOAL 2**

**To advocate for the reform of state and local policies as related to education funding while enhancing learning opportunities and support systems through the efficient use of resources to accomplish essential services.**

### Objective 1

By 1999, the state share of education General Purpose Aid (GPA) funding shall be at least 50% on an equitable and predictable basis to all school administrative Units (SAUs).

Strategy

1. By 6/30/99, Essential Programs and Services will be defined as the basis for establishing the foundation for state funding for 100% of school administrative units.

Action

- a. Recommend a plan to the legislature for a sensible and predictable program of public financing of statewide local construction and renovation to make the most efficient use of available school construction funds.
2. Request that the legislature determine funding levels on a timely basis.

Objective 2

By 1/1/98, complete the funding recommendation requested by the Legislature relative to school funding.

Strategy

1. The Essential Programs and Services Subcommittee and the State Board of Education will develop a plan for implementing essential programs and services based on the Learning Results to present to the Education by 1/1/98. [An adequate and equitable method to fund essential programs will be recommended to the Education committee by 1/1/99]

Action

- a. The School Funding Subcommittee and the State Board of Education will complete its recommendation to the Education Committee covering the methods used to calculate the income and the cost of living adjustments to the school funding formula.
- b. Recommend a plan for a sensible and predictable program of public financing of statewide local construction and renovation to make the most efficient use of available school construction funds.
- c. Review and analyze current Maine law, regulations and policies controlling school construction including but not limited new construction, renovations, leased space, and maintenance and capital

improvements plans in order to determine where changes are needed and make recommendations and revisions in order to implement a plan.

### Objective 3

By the year 2000, create a mechanism for consolidation of SAUs administrative and support services.

#### Strategy

1. Set-up four regional SAUs as test sites.
2. Propose legislation to enable creation of regional SAUs administration and support services.

### Objective 4

By 1/1/98, present to the Legislature information on school choice and charter school initiatives in other states and jurisdictions.

## **GOAL 3**

**To advocate for reform of state and local policies that are necessary to provide school facilities which support a safe, healthy, adequate learning environment and to assure the long term commitment to finance and maintain those facilities.**

### Objective 1

By the year 2000, conduct a comprehensive review to determine the true scope of school facilities needs throughout the state. Develop a process to address those needs and a feasible plan for public financing to meet current and future needs.

#### Strategy

1. Promote and provide leadership for the Governor's School Facilities Commission.
2. Revise regulations and policy to adequately and equitably address school facility needs.
3. Provide legislation to support a long term capital plan for schools.

### Objective 2



By the year 2000, coordinate all state agencies participation in the school construction process to achieve the most effective support for safe, healthy, high quality, durable, school facilities.

Strategy

1. Revise regulations and policy to clearly define each agency's role in the process.
2. Encourage staffing at all levels to support the critical roles defined.

**GOAL 4**

**To promote the worth of all children and their families through an integrated program of mental and physical wellness and social services.**

Objective 1

By 6/30/98, integrate social service agencies for children within all school systems.

Strategy

1. Encourage the coordination of services provided by the Children's Cabinet and Communities for Children within Maine's communities.

Action

- a. Identify issues (barriers) for providing those services; i.e., regulations, ownership issues, and issues of privacy.
- b. Continue to work with schools and providers.

**GOAL 5**

**To promote parent, business and community involvement in schools.**

Objective 1

By the year 199 , all school building programs will have parent, teacher, other educators and business involvement.

Strategy

1. Encourage discussion with individuals as well as parent/teacher or other organizations.
2. Promote and continue recognition programs.

Action

- a. Teacher of the Year, Milken Foundation, James C. MacCampbell Award, George M. Briggs Award, Blue Ribbon Recognition, MBA Recognition.
  - b. Continue “Making the Grade” award to include community involvement programs.
3. Encourage all vocational regions and centers to expand local partnership programs per Career Opportunities 2000.