

# *GOALS AND STRATEGIC OBJECTIVES*

MERRIMACK SCHOOL DISTRICT

## *PURPOSE*

To provide a transition vision as the vision and strategic planning work continues.

To provide tangible and achievable goals.

To provide direction and accountability in the partnership between the School Board and District Leadership.

# *TRANSITION VISION ELEMENTS*

Be the Change – the Merrimack School Board and the Merrimack School District are committed to delivering high quality education that is student-centered and evidence-based.

Do not venture into any “new and unproven” shiny objects that will drastically change the course of this district – slow, methodical, measured.

Open communication – keep goals in mind – what is best for the students, staff...

The vision of Merrimack School District Board is to ensure all policies, people, and collaborative procedures are aligned with our new strategic plan and prepared for a new superintendent.

Identify and address areas of improvement for MSD and create an actionable plan to move us forward.

Re-evaluate and reassess current practices, policies, and procedures. Keep what works, eliminate what doesn't.

Opportunity to leave behind that which does not serve us while embracing our values and things we do well.

Trusting, respectful, collaborative culture that values everyone's thoughts and ideas. A culture that inspires and motivates everyone to take risks.

Identifying core values of community.

Connection within and between all community members.

# *GOAL*

Goal Category #1: Create an engaged, inclusive, and collaborative district culture built on mutual trust and respect.



Goal Summary: As part of our goal to create a positive culture, we will intentionally recruit, hire, train, and retain quality staff. The school board and district administration will see each individual staff member as a whole person to ensure they feel valued for their uniqueness and contributions. By cultivating connection, we aim to create a school community where all stakeholders are invested in the well-being of staff, student, and the community.

# *GOAL #1 STRATEGIC OBJECTIVES*



## **Strategic Objective #1**

**WHAT:** Develop district strategic plan intentionally involving all stakeholders

**WHEN:** June 30, 2023

**WHO:** School Board and Administration

## **Strategic Objective #2**

**WHAT:** Create clear, consistent expectations and evaluations through up-to-date accurate job descriptions and evaluation model

**WHEN:** 1. Board access to evaluations by June 30, 2023  
2. ADA compliant job descriptions by September 1, 2023

**WHO:** Administration and HR, supported by the Board

# *GOAL #1 STRATEGIC OBJECTIVES*

## **Strategic Objective #3**

**WHAT:** Invest in the social and emotional development and well-being of our staff, students, and their families

**WHEN:** • Initial plan by 2nd October meeting 2022 •  
Update at July 2023 meeting

Annual plan by September and update in July annually

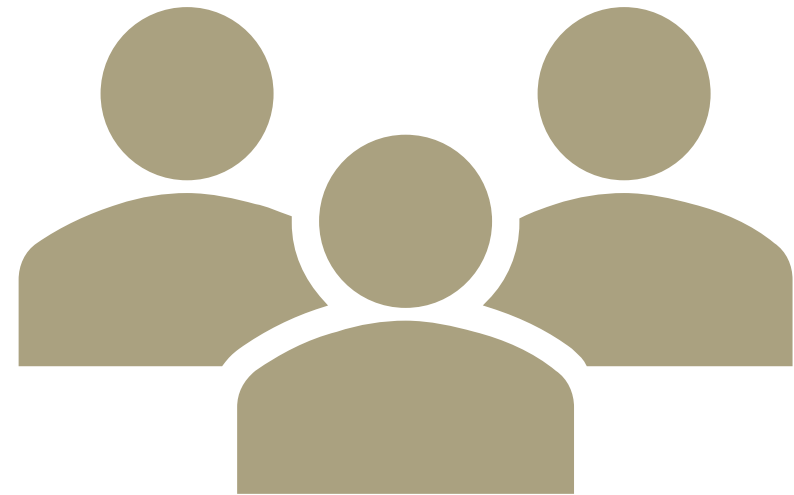
**WHO:** Administration in partnership with the Director of Student Wellness

## **Strategic Objective #4**

**WHAT:** Look for patterns to reduce staff turnover and increase recruitment efforts with the district

**WHEN:** Report to board in June of each year (public or non-public depending on the nature of turnover)

**WHO:** Human Resources



# GOALS

- **Goal Category #2: The Pathways to Graduation**
- Goal Summary: Create multiple pathways to graduation that include robust course offerings, responsive programming and intervention, and engaging learning experiences for all students. This goal seeks to address the learning and curriculum gaps that exist in the course offerings and programs that lead to the successful completion of high school requirement.



# GOAL #2 STRATEGIC OBJECTIVES

## Strategic Objective #1

**WHAT:** Review of MHS program of studies  
Review of class size and caps for running courses  
Review of class failure rates and repeats

**WHEN:** Building - November 2022; District Leadership Team - December 2022; School Board - January 2023

**WHO:** Building – Department Heads, Guidance, Administration, District Leadership Team, School Board

## Strategic Objective #2

**WHAT:** Develop/create innovative ways for students to earn high school credit. This can be done through ELOs, work studies, Voc-Tech, etc.

**WHEN:** Proposal for 2023-2024; Budget – November 2022

**WHO:** Guidance, Building Leadership Team at High School, District Leadership Team



## *GOAL #2 STRATEGIC OBJECTIVES*

### Strategic Objective #3

**WHAT:** Develop/create a system of identifying and supporting at-risk and struggling students that needs an alternative path to graduation.

Number of students at risk, what is being done to support them, action plans

**WHEN:** December 2022

**WHO:** Guidance, Special Education, Director of Wellness, Building Leadership Team, District Leadership Team

### Strategic Objective #4

**WHAT:** Develop and implement a true competency-based grading system that provides multiple opportunities and timelines for students to demonstrate their learning

Include review of current practices – identify areas of improvement

**WHEN:** Review of practices – February 2023 Areas of improvement – May 2023

**WHO:** Guidance, Building Leadership Team, District Leadership Team

# GOALS



- **Goal Category #3: Improve our learning outcomes by ensuring our instruction is responsive to the varied needs of our student population**
- **Goal Summary:** Facilitate an educational model that empowers and equips students to meet their full potential. Create opportunities for collaboration on evidence-based district priorities.

# GOAL #3 STRATEGIC OBJECTIVES

## Strategic Objective #1

**WHAT:** Create an annual district report card to track progress on key evidence of school success

**WHEN:** 1. Board and Administration to decide on key rubric by Summer 2023  
2. Done annually in May starting May 2024 **WHO:** School Board and Administration

## Strategic Objective #2

**WHAT:** Implement a progress monitoring tool to provide targeted instruction for academic skills, address learning loss, and meet each student's individual needs.

**WHEN:** 1. Committee created by October 2022  
2. Committee recommendation for final tool by January 2023

**WHO:** Led by Assistant Superintendent for Curriculum

## Strategic Objective #3

**WHAT:** Develop a process for ongoing curriculum updating and revision to include a timeline for each curriculum area

**WHEN:** Status report June 2023

**WHO:** Assistant Superintendent for Curriculum along with committee member



# GOALS

**Goal Category #4: Have facilities and equipment that are safe, secure, clean, healthy, current, and appropriate for meeting the educational needs of students and staff**

Goal Summary: Create and maintain a responsible 5-year Capital Improvement Plan that addresses current and future needs for: building access and security; network infrastructure and technology needs; space utilization before, during, and after school. The plan will take into account educational programming, enrollment changes, and current projects such as the MHS/Mastricola Complex Master Plan.

# GOAL #4 STRATEGIC OBJECTIVES

## Strategic Objective #1

**WHAT:** Create a safety committee and perform a safety and security audit

**WHEN:** Form committee by September 30, 2022; audit will need budget so may take longer

**WHO:** Not Stated

## Strategic Objective #2

**WHAT:** Evaluate technology and create a network diagram to include:

- ✓ Inventory
- ✓ Equipment aging
- ✓ Plans to maintain student devices
- ✓ Plan to maintain operational stability of network

**WHEN:** September 2022

**WHO:** Technology Director supported by Administration



# *GOAL #4 STRATEGIC OBJECTIVE*

## **Strategic Objective #3**

**WHAT:** Space utilization project

**WHEN:** End of October 2022

**WHO:** Administration

## **Strategic Objective #4**

**WHAT:** Get regular updates from the Town Community Development Office about current and upcoming housing development. What will the enrollment impact be? Be thinking 3-5 years ahead.

**WHEN:** Annually in late October

**WHO:** Administration



# *GOALS*

Goal Category #5: Ongoing review of existing policies to ensure they are compliant and in alignment with district practices



Goal Summary: To allow for ease of access to up-to-date, compliant policies for all stakeholders

# GOAL #5 STRATEGIC OBJECTIVES

## Strategic Objective #1

**WHAT:** Form a subcommittee to develop and implement a plan for ongoing policy review

**WHEN:** July 2022 – Committee members named; Fall 2022 – Meetings begins

**WHO:** School Board and Administration

## Strategic Objective #2

**WHAT:** Collaborate with New Hampshire School Boards Association (NHSBA) to “red flag” and prioritize policy review and formatting

**WHEN:** Fall 2022 – initial review

**WHO:** School Board and Assistant Superintendent of Business Shevenell

## Strategic Objective #3

**WHAT:** Update district website to align with NHSBA “coding”

**WHEN:** January 2023

**WHO:** Interim Chief Educational Officer Olsen and Administrative Assistant Swanson





# *CONCLUSION*

- The School Board and the District Leadership are committed to:
  - To the improvement, advancement, and achievement of the district
  - To the social and emotional development of students, staff, faculty and families
  - To the open communication between stakeholders as we move in new and improved ways towards the future
  - To the integrity of processes, policies, and people as we work together to make the district great
  - To move through these goals with regular updates to the public, believing they will prepare the district for a new era
- We look forward to the continued strategic planning process with the community.