



Merrimack School District

Strategic Plan 2024-2027



Merrimack School District
School Administrative Unit #26
36 McElwain Street,
Merrimack, New Hampshire 03054

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Letter from the Superintendent



Merrimack School District
School Administrative Unit #26
36 McElwain Street, Merrimack, New Hampshire 03054
Tel. (603) 424-6200 Fax (603) 424-6229

September 10, 2024

Dear Merrimack Community,

I am pleased and proud to present to you the Merrimack School District's 2024-2027 Strategic Plan that was approved by the Merrimack School Board on September 9, 2024. As a public school district, we understand and embrace our mission, which is to provide a high-quality future-driven education to all students.

Over the last three years a team of staff, students and community members met to develop a "Vision of a Graduate" in preparation for our accreditation review by the New England Association of Schools and Colleges. Simultaneous to this important work, another team of staff, students and community members met to develop a "Vision of a Learner" for all students in the school district. Both "Visions" articulate the life skills that we hope and expect that every student will possess as they navigate every stage of their life.

In August of 2023 the Merrimack School District's Leadership Team met to engage in a process of reflection on both our "Vision of a Learner" and "Vision of a Graduate". This reflection resulted in deep discussions on where we are as a school district at the present time, and what we need to do to effectively prepare every student to address the challenges and opportunities in the future. Our discussions resulted in the identification of six focus areas that have an impact on student learning. We have developed strategic initiatives within each of the focus areas, with the intent of continuously improving the educational experience for our students.

The six focus areas include:

- Curriculum, Instruction and Assessment
- Facilities
- Culture of Wellness
- Student Outcomes
- Family and Community Engagement
- Vision of a Learner and Graduate

In the fall of 2023, a twenty-five-member Strategic Plan Committee was formed to analyze data and information in the six focus areas and draft strategic initiatives along with timelines and measures of achievement for each initiative. Meetings occurred throughout the 2023-2024 school year. Each meeting was facilitated by Mark Dolan from the New Hampshire School Boards Association. Our Strategic Plan Committee completed its work in May 2024.

It is now our responsibility to operationalize the initiatives in the Strategic Plan which will allow us to bring continuous improvement to an excellent school district. Our district and community collaboration and support are essential to achieving the initiatives and continue the transition from a proud past to an exciting future.

A handwritten signature in black ink, appearing to read "Everett V. Olsen, Jr.".

Everett V. Olsen, Jr.
Chief Education Officer



Strategic Planning Committee Members



Member, Role

Mark Dolan, Facilitator

Everett "Bill" Olsen, Chief Education Officer

Matthew Shevenell, Assistant Superintendent

Amy Doyle, Assistant Superintendent

Sarah Reinhardt, Director of Student Services

Sara Parrotto, Director of Wellness

Naomi Halter, School Board Member

Steve Clair, MHS Principal

Harley Hall, Director of Pathways to Graduation

Kay Colbert, Director of School Counseling

Dr. Angela Maslanka, Technology Coordinator

Chase Rheault, Student of the Class of 2024

Matthew Brown, Student of the Class of 2026

Chrigus Boezeman, MMS Principal

Member, Role

Alice Donahoe, MMS Teacher

Dr. Nicole Rheault, JMUES Principal

Catherine Goodman, JMUES Teacher

Julie DeLuca, TFS Principal

Kate Viands, TFS Teacher

Lori Puzzo, RFS Library Media Specialist

Susan Bradford, MES Teacher

Jennifer Jobin, Parent

Erica Miller, Parent

Rachel Paepke, Parent

Rebecca Dalrymple, Parent

Kip Jackson, MHS Coach and Community Partner

Mackenzie Murphy, Community Partner

Joseph Manzoli, YMCA Community Partner





Mission Statement



The Merrimack School District will provide a high quality, future-driven education to all students in the community. Students will engage in learning opportunities that reflect both rigor and relevance, along with meeting their cognitive, social, and emotional needs. The District will prepare students to understand, adapt, and adjust to civic, economic, social, and technological challenges in the world. Our overall goal is to inspire, create, and encourage students to be curious, connected, prepared, resilient, dedicated individuals that are lifelong, expert learners; Merrimack graduates exercise judgment, are innovative, and become responsible, contributing members of society.





Vision of a Learner

Merrimack School District



Curious

Learners wonder about and seek opportunities to explore the world around them and are open to new experiences. They listen, ask questions, and gather resources to build understanding. Learners are engaged, critical, and creative thinkers who solve problems and demonstrate understanding.



Connected

Learners are citizens of their school, community, state, and the world. They build positive relationships through the development and use of interpersonal, communication, and empathy skills. Learners consider and respect different perspectives, evaluate the impact of their actions, and demonstrate compassion for others.



Prepared

Learners engage in authentic learning experiences that prepare them with necessary and practical skills for everyday life, including digital and financial literacy. They learn to create and use a plan to guide their own academic, career, and social emotional development. Learners develop collaboration, communication, self-management, and decision making skills.



Resilient

Learners understand that risk taking and failure are part of the learning process, and perceive challenges as an opportunity for growth. They can use their knowledge about themselves to advocate for their needs and recognize when they need help. Learners develop and evaluate multiple ways to solve problems and complete tasks.



Dedicated

Learners seek to contribute to their local and global communities, giving their time and energy to pursue their goals. They are life-long learners who possess the self-worth and confidence to explore and champion their interests and passions, inspiring others to do the same. Learners persevere and collaborate to set and achieve meaningful goals.



Vision of a Graduate

Merrimack High School students engage in authentic learning that prepares them with necessary life skills to become independent as individuals and active participants as citizens upon graduation.



Mastricola Upper Elementary
Mastricola Elementary

Reeds Ferry Elementary
Thorntons Ferry Elementary

Merrimack High
Merrimack Middle

Merrimack High School

Vision of a Graduate



Merrimack High School students engage in authentic learning that prepares them with necessary life skills to become independent as individuals and active participants as citizens upon graduation.

Merrimack High School Graduates are Positive Community Members.

Graduates are effective creative and critical thinkers. They feel empowered to be leaders, to care about their self-worth, others, and their local and global community. This may be evidenced by being resilient, ethical, open-minded, confident, and flexible.

The Merrimack Graduate Will be Future Ready.

Graduates are driven to achieve their goals. The Merrimack graduate will take ownership of and responsibility for their choices and will continue to be self-directed, lifelong learners.

They have prepared for this by:

- Participating in a dynamic curriculum that aligns to the State and National Standards.
- Developing executive functioning skills
- Becoming digitally and financially literate.
- Developing communication skills in areas of listening, speaking and writing.



Glossary of Terms & Acronyms



ADA	Americans with Disabilities Act
CIA Committee	Curriculum Instructional Assessment Committee
Core Instructional Program	Primary academic content that is taught to students to achieve grade requirements and meet applicable standards.
Curriculum Review Cycle	The process involving review of existing curriculum programs in relation to state/national standards, and student needs. Updated, research-based programs are reviewed for possible piloting and adoption.
Digitally Literate	The ability to access and utilize digital information, creating digital information and communicating information. Digital safety is an important component of Digital Literacy.
District Wellness Plan	A plan that outlines our procedures and actions for addressing the physical, mental and emotional wellness of students and staff.
Enrollment Projections	The development of the future estimates of enrollment based on the Cohort Survival (Progression) Ratio methodology.
Executive Functioning Skills*	Mental health skills such as memory, flexible thinking and self-control that help people manage everyday life.
Financially Literate*	The ability to understand and effectively use various financial skills, including personal financial management, budgeting and investing.
Formative Assessments	An assessment process that allows a teacher to immediately assess the progress of students on instructional content.
Graduation Pathways	A Merrimack High School Program is a 20 credit program which allows students in the district and adults in the community to achieve a diploma that meets the New Hampshire High School graduation requirement.



Glossary of Terms & Acronyms (cont.)



Instructional Methodologies	Types of learning methods/activities used to allow all students to access and understand the curriculum content.
Life-Cycle Cost	The amount of money spent to maintain support an asset over the time of its useful life.
Progress Monitoring Tools	Assessment used to determine a student's academic performance and progress towards instructional goals.
Rubrics	Specific criteria for the assessment of student academic progress and our employees' level of job performance.
School Safety Assessment Reports	School safety assessment conducted by the New Hampshire Department of Homeland Security. A written report is issued for every school.
State and National Standards	Standards that define the knowledge and skills that students should have within their K-12 education so that they are successfully prepared for college or a career.
Strategic Plan	A document used to communicate an organization's goals and the actions necessary to achieve those goals.
Summative Assessments	A (test) assessment that is given to students at the end of an instructional unit, or at the end of an academic year.
Universal Design for Learning	A teaching approach that is designed to accommodate the needs and abilities of all learners.
Vision of a Graduate (VOG)	The skills that we want graduates to possess to prepare them to be independent as individuals and active participating citizens
Vision of a Learner (VOL)	The academic and social/emotional skills that we want all students to possess throughout their K-12 education.

Note (*) Some definitions have been drafted from various sources.



Merrimack School District Strategic Plan 2024-2027



Focus Area 1 - Curriculum, Instruction, and Assessment

Goal 1 - The Merrimack School District offers a dynamic and comprehensive curriculum that not only meets state and national standards, but also supports diverse pathways to graduation. Our core programs are robust and empower every student to meet their full educational potential, ensuring they are well-prepared for the future.

Strategic Initiative	Person(s) Responsible	Timeline of Implementation	Measure of Achievement
1. Continuously align our district approved curriculum to changing state and national standards.	-Assistant Superintendent of CIA -District Leadership Team -Building Leadership Team -Literacy Coordinators -Department Heads (MHS) -MSD CIA Committee	-Annual review of guaranteed and viable curriculum by grade level and content area -Revisions will be accordance with our Curriculum Review Cycle	-Curriculum Review Cycle -Published curriculum documents
2. Align our core instructional programs and resources across grade levels, subject areas, and school buildings.	-Assistant Superintendent of CIA -Director of Student Services -District Leadership Team -Building Leadership Team -Literacy Coordinators -Department Heads (MHS) -MSD CIA Committee	-Fall 2025	-Student data from: -Formative and summative assessments -Topic or unit assessments -Measure the frequency of needed alignments
3. Regularly review and update our core programs to ensure they meet our students' evolving needs and interests.	-Assistant Superintendent of CIA -Director of Student Services -District Leadership Team -Building Leadership Team -Literacy Coordinators -Department Heads (MHS) -MSD CIA Committee	-Annual review of core programs and materials by grade level and content area -Consider the need for core program updates at least every five (5) years	-Student data from: -Formative and summative assessments -Topic or unit assessments -Feedback from staff and students -Measure the frequency of needed updates



Merrimack School District Strategic Plan 2024-2027

Focus Area 1 - Curriculum, Instruction, and Assessment

Goal 2 - The Merrimack School District is committed to employing instructional and assessment practices that are differentiated, rigorous, and grounded in research and evidence. We will ensure all staff receive relevant and timely professional development, empowering them to inspire and elevate our students to reach their fullest potential.

Strategic Initiative	Person(s) Responsible	Timeline of Implementation	Measure of Achievement
1. Implement dynamic instructional practices that ensure equitable access to the curriculum for every student.	-MSD Educators -District Evaluators	-June 2025	-Student data from: -Formative and summative assessments -Topic or unit assessments -Student Attendance -Course enrollment -Classroom observations
2. Use district approved progress monitoring tools and strategies to continuously analyze student performance and outcomes and drive instructional and assessment practices.	-Assistant Superintendent of CIA -Director of Student Services -District Leadership Team -Building Leadership Team -Literacy Coordinators (K-8) -Department Heads (MHS) -MSD K-12 Student Data Collection Specialist -MSD Educators	-Data Teams meet at least three (3) times per school year	-Student data from: -Formative and Summative Assessments -Use of Performance Matters -Data Team Meetings -Professional Learning Team Meetings
3. Ensure every special education and at-risk student has equitable access to the district's comprehensive intervention systems and programs, providing them with the instruction and support they need to thrive and succeed.	-Assistant Superintendent of CIA -Director of Student Services -SPED Coordinators -MSD Educators -District Leadership Team -Building Leadership Team -Literacy Coordinators (K-8) -MSD Title I Project Manager	-Fall 2025	-Pre-and post-intervention assessment data -Progress monitoring data -Achievement of IEP goals -Graduation rates -Social, emotional, and behavioral data (MTSS-B data)



Merrimack School District Strategic Plan 2024-2027

Focus Area 1 - Curriculum, Instruction, and Assessment

Goal 2 Continued - The Merrimack School District is committed to employing instructional and assessment practices that are differentiated, rigorous, and grounded in research and evidence. We will ensure all staff receive relevant and timely professional development, empowering them to inspire and elevate our students to reach their fullest potential.

Strategic Initiative	Person(s) Responsible	Timeline of Implementation	Measure of Achievement
4. Implement a teacher evaluation model that is growth-oriented and tailored to the differentiated needs of new, developing, and experienced teachers, fostering an environment where every educator can thrive.	-Assistant Superintendent of CIA -District Leadership Team -District Evaluators	-Fall 2024	-Updated Teacher Evaluation Model Plan & Rubrics
5. Provide professional development on research-based instructional practices to all staff.	-Assistant Superintendent of CIA -Director of Student Services -District Leadership Team -Building Leadership Team -Literacy Coordinators (K-8) -Department Heads (MHS) -Teacher Leaders -MSD PD Committee	-Annual review and feedback of professional development offerings -MSD Professional Development Plan approved by state every five (5) years	-Annual professional development plans for all staff -Teacher growth and IPDP Plans -PD participation rates -PD feedback forms/surveys -District Professional Development Plan



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Focus Area 2- Facilities

Goal 1 - The Merrimack School District will provide facilities that are clean, healthy, efficient and safe. Our facilities will be designed or updated to have equitable access and reflect the variability and diversity of student, staff and community needs.

Strategic Initiative	Person(s) Responsible	Timeline of Implementation	Measure of Achievement
1. Proactively seek Federal and state grants for school safety enhancements.	-Assistant Superintendent for Business	-Ongoing, as available	-Implementation of enhanced school safety equipment or procedures
2. Conduct school safety assessments to ensure the highest standards of safety for our students and staff.	-SAU Administration -State of NH Homeland Security	-Every 2 years	-Safety Assessment Reports from NH Homeland Security
3. Conduct annual assessments of preventive and corrective maintenance needs to ensure our facilities remain in functional condition.	-Director of Maintenance -Building Principals -Assistant Superintendent for Business	-Annually	-Annual completion of school district's "Facilities Maintenance Needs" form (for budget development)
4. Develop and propose a plan for a new Central Office building.	-SAU Administration -MSD School Board -MSD Planning and Building Committee	-Update and modify as needed based on construction funding	-Prepared design schematic from an architectural firm
5. Obtain funding for construction of a new Central Office building.	-SAU Administration -MSD School Board -MSD Planning and Building Committee	-1-3 years (2024-2027)	-Budget Committee and Voters appropriate funds for construction



Merrimack School District Strategic Plan 2024-2027



Focus Area 2- Facilities

Goal 1 Continued - The Merrimack School District will provide facilities that are clean, healthy, efficient and safe. Our facilities will be designed or updated to have equitable access and reflect the variability and diversity of student, staff and community needs.

Strategic Initiative	Person(s) Responsible	Timeline of Implementation	Measure of Achievement
6. Regularly collaborate with staff to understand current and emerging instructional methodologies that may impact space utilization, ensuring our learning environments are adaptable and forward-thinking.	-SAU Administration -Building Administration	-Meet with staff at least quarterly -Report needs at least annually, especially during budget input meetings	-Alteration of classroom/instructional environment (space, configuration, furnishings) -Appropriate modifications to interior and exterior learning spaces
7. Continuously assess the needs for conventional and adaptive furniture using Universal Design for Learning principles, ensuring learning spaces are adaptable and supportive of students.	-SAU Administration -Building Administration -Director of Student Services	-1-3 years (2024-2027)	-Procurement of adaptive furnishings, as needed -Appropriate modifications to interior and exterior learning spaces
8. Continue to annually update the five-year capital improvement plan for facilities and grounds, and conduct a "Life-Cycle" cost analysis for the improvements, ensuring sustainable and future-ready environments.	-SAU Administration -MSD School Board -MSD Planning and Building Committee	-Annually	Timely repairs made that address: -Health & Safety -Building Security -ADA Compliance -All programmatic needs
9. Provide and maintain adequate and safe playing fields that support the needs of students, sports teams, and the community.	-SAU Administration -Director of Maintenance	-Assessed on an annual basis and scheduled in Capital Improvement Plan as needed	-Well maintained playing fields for all students, sports teams, and the community



Merrimack School District Strategic Plan 2024-2027

Focus Area 2- Facilities

Goal 1 Continued - The Merrimack School District will provide facilities that are clean, healthy, efficient and safe. Our facilities will be designed or updated to have equitable access and reflect the variability and diversity of student, staff and community needs.

Strategic Initiative	Person(s) Responsible	Timeline of Implementation	Measure of Achievement
10. Acquire land to support the construction of additional playing fields due to increased community demand.	-SAU Administration -MSD School Board -MSD Planning and Building Committee -MSD Voters	-Begin process by Fall 2025	-Acquire land for additional playing fields
11. Research, design, and provide "flexible" space(s) in each school for special project work, makerspace, and innovation. Each space will feature "alternative" furnishings to foster creativity and collaboration.	-Building Administration -SAU Administration -Director of Maintenance	-August 2025 - June 2027	-Innovative space will be developed as space and funding allows
12. Explore and develop innovative learning spaces outside the classroom/building to enhance environmental, wellness, and experiential education.	-Building Administration -SAU Administration -Director of Maintenance	-Annually	-Development and use of environmental learning spaces (environmental, wellness, etc.)
13. Research and assess the space and resource needs for providing on-site daycare services for employees, supporting our staff with essential services.	-SAU Administration -Director of Maintenance	-August 2027 - June 2030	-Create a plan and budget for providing on-site daycare for children of employees (in the 2027-2030 timeframe)



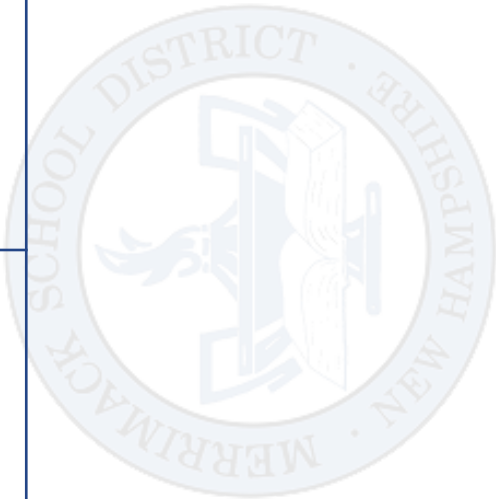
Merrimack School District Strategic Plan 2024-2027



Focus Area 2- Facilities

Goal 1 Continued - The Merrimack School District will provide facilities that are clean, healthy, efficient and safe. Our facilities will be designed or updated to have equitable access and reflect the variability and diversity of student, staff and community needs.

Strategic Initiative	Person(s) Responsible	Timeline of Implementation	Measure of Achievement
14. Discuss the need for a high school Performing Arts Center with Planning and Building Committee and fund a feasibility study.	-SAU Administration -MSD Planning and Building Committee	-2026-2027	-Funds are appropriated for a feasibility study. Study to be completed in 2026-2027.





Merrimack School District Strategic Plan 2024-2027

Focus Area 2- Facilities

Goal 2 - The Merrimack School District will continuously analyze school building capacity and alignment of grade levels to adapt to changes in student enrollment, ensuring our facilities provide the best educational environment for students.

Strategic Initiative	Person(s) Responsible	Timeline of Implementation	Measure of Achievement
1. Conduct a space capacity analysis and develop a plan for meeting the needs of student enrollment.	-SAU Administration -Director of Maintenance -Architect -MSD School Board -MSD Planning and Building Committee	-Space capacity is conducted annually assessment conducted by building administration and Central Office -Plan completed during the 2025-2026 school year -Plan approved for implementation by the MSD School Board by June 2030	-Develop and implement a plan for adequate space needs at all schools, considering both enrollment and age appropriateness -Plan submitted to and approved by school board for action in the 2027-2030 timeframe
2. Communicate with the Town of Merrimack Community Development Department to stay informed on new residential developments and provide an impact analysis to the department.	-SAU Administration -Town of Merrimack Community Development Department	-Twice per fiscal year	-Participate in department review of residential projects -Provide School Board with an update of residential development
3. Conduct an annual enrollment analysis using the cohort progression ratio methodology, including obtaining birth data from Town to estimate kindergarten enrollment	-SAU Administration	-Annually in October	-Develop an enrollment projection report for use in budget development



Merrimack School District Strategic Plan 2024-2027



Focus Area 3 - Culture of Wellness

Goal 1 - The Merrimack School District will make informed decisions regarding student, staff, and school community wellness by creating a district-wide wellness plan.

Strategic Initiative	Person(s) Responsible	Timeline of Implementation	Measure of Achievement
1. Develop and sustain a District Wellness Task Force.	-SAU Staff -District Wellness Committee	-By the end of October 2024	-Task force includes representatives from all stakeholder groups
2. Gather valuable insights from the school and larger communities on the thoughts, knowledge, and feelings about wellness to inform our plan.	-Wellness Task Force	-February 2025	-Information gathering measures created and employed
3. Define wellness for the Merrimack School District and develop a plan outline including this definition.	-Wellness Task Force	-April 2025	-Wellness mission, vision, and definition statement created. -Wellness plan outline formed
4. Create a draft Wellness Plan and submit it to stakeholders for feedback.	-Wellness Task Force	-June 2025	-Draft Wellness Plan created and distributed to stakeholders
5. Using stakeholder feedback, finalize a district Wellness Plan and share it with the MSD School Board.	-Wellness Task Force -MSD School Board	-Spring 2026	-Completion of all outlined steps -Analysis and incorporation of feedback -Creation and presentation of the final plan at a School Board meeting



Merrimack School District Strategic Plan 2024-2027



Focus Area 3 - Culture of Wellness

Goal 1 Continued - The Merrimack School District will make informed decisions regarding student, staff, and school community wellness by creating a district-wide wellness plan.

Strategic Initiative	Person(s) Responsible	Timeline of Implementation	Measure of Achievement
6. Review, identify, and revise any necessary policies, protocols, and procedures that address student, staff, and community wellness.	-Wellness Task Force -District Wellness Staff -MSD School Board	-Identify needed updates by Fall 2026 -Update policies following established MSD School Board process -Revise protocols and procedures by June 2027	-Updated policies, protocols, and procedures related to student, staff, and community wellness
7. Educate students, staff, and the community about the District Wellness Plan.	-Wellness Task Force -District Wellness Staff	-Ongoing	-Observable communication to staff, families/caregivers, and larger community

Goal 2 - The Merrimack School District is committed to fostering a vibrant culture of wellness that empowers students, staff and community, creating an environment where health and well-being inspire everyone to thrive.

Strategic Initiative	Person(s) Responsible	Timeline of Implementation	Measure of Achievement
1. Implement the district Wellness Plan.	-District Wellness Staff	-Spring of 2026	-Wellness data collected, analyzed, and acted upon -Wellness opportunities provided to learners
2. Continue to assess and address the Wellness needs of the community as they arise and at least on a quarterly basis.	-District Wellness Staff	-Ongoing	-YRBS data -Comprehensive needs assessment for Safe and Healthy Schools -Gallup poll -DHHS data or other publicly accessible data



Merrimack School District Strategic Plan 2024-2027



Focus Area 4 - Student Outcomes

Goal - Merrimack School District will ignite student potential by offering diverse opportunities that blend rigor with real-world relevance. We aim to meet each student's unique needs, empowering them to pursue their passions and interests to the fullest.

Strategic Initiative	Person(s) Responsible	Timeline of Implementation	Measure of Achievement
1. Each of our schools will have established ways for older students to lead by example through an exchange of knowledge, experience, and leadership.	-Building Administration	-June 2026 -Annual status checks in the middle and end of each school year.	-Increase availability of small-team collaboration training to foster leadership and mentorship within each school -A developed method for predictable and structured interactions between students at the higher grade levels and students within the lower grade levels
2. Foster a strong sense of connection between classroom learning and the world beyond, helping students see the relevance of their education in real-world contexts.	-Building Administration	-Assess at least annually	-Observable integration of Universal Design for Learning (UDL) principles, especially at the lower grade levels
3. Ignite passion and curiosity in students by incorporating more hands-on and multimodal learning opportunities into the curriculum.	-Assistant Superintendent of Curriculum -Building Administration	-Ongoing	-Implementation of a curriculum that offers varied options and methods to demonstrate understanding and learning at multiple levels -Classroom observations



Merrimack School District Strategic Plan 2024-2027



Focus Area 4 - Student Outcomes

Goal - Merrimack School District will ignite student potential by offering diverse opportunities that blend rigor with real-world relevance. We aim to meet each student's unique needs, empowering them to pursue their passions and interests to the fullest.

Strategic Initiative	Person(s) Responsible	Timeline of Implementation	Measure of Achievement
4. Encourage and cultivate the desire for students to exercise voice and choice in their learning journeys, empowering them to take ownership in their education.	-Building Administration	-Ongoing with status checks at the end of each school year	-The increased presence of student choice in formative and summative assessments -Student feedback about assessment opportunities
5. Encourage resiliency and the development of practical skills for students in grades 9-12, at all academic achievement levels, by affording them an active role in determining their post secondary pathways.	-Director of Graduation Pathways -Merrimack High School Administration	-Semester and end of year evaluations	-A steady and measurable year-to-year increase in student enrollments in Extended Learning Opportunities



Merrimack School District Strategic Plan 2024-2027



Focus Area 5 - Family and Community Engagement

Goal - The Merrimack School District will create inclusive and accessible communication strategies that inform families, foster collaboration with all stakeholders, engage with the community, and proudly showcase the accomplishments of our schools and the collective Merrimack School District.

Strategic Initiative	Person(s) Responsible	Timeline of Implementation	Measure of Achievement
1. Implement online advisory meetings with district leadership for families and caregivers to provide feedback on communication strategies.	-SAU Administration	-At least 3x/year beginning September 2024	-Hold meetings -Gather data on the effectiveness of communication strategies
2. Ensure every voice in our community is heard and valued by identifying and tailoring our communication to meet the preferences of each stakeholder group. Stakeholder groups to include: students, families and caregivers, staff, alumni, Parent Teacher Organizations, and community businesses and organizations.	-SAU Administration -MSD School Board	-Beginning 2024-2025 school year	-Presentation of data to the MSD School Board indicating stakeholder communication preferences -Adoption of communication methods that are preferred by stakeholders
3. Hire a consultant to assess current communication methods and provide recommendations to enhance the effectiveness, efficiency, and consistency of our communication.	-SAU Administration	-Beginning 2024-2025 school year	-Identify all methods of communication at the school and district level -Report to school board on a comprehensive communication plan



Merrimack School District Strategic Plan 2024-2027



Focus Area 5 - Family and Community Engagement

Goal Continued - The Merrimack School District will create inclusive and accessible communication strategies that inform families, foster collaboration with all stakeholders, engage with the community, and proudly showcase the accomplishments of our schools and the collective Merrimack School District.

Strategic Initiative	Person(s) Responsible	Timeline of Implementation	Measure of Achievement
4. Review effective community engagement methods used by local and regional districts for possible implementation.	-SAU Administration (and their designees)	-2024-2026	-List of potential effective communication and community engagement methods used by small, medium, and large districts
5. Develop a comprehensive district communication plan that will establish effective communication with all stakeholders and clearly defines the roles and responsibilities of staff.	-SAU Administration	-2024-2026	Adoption of communication plan by the school district
6. Update district websites for improved accessibility and navigation to ensure that relevant information is available and easily accessible to all stakeholders.	-SAU Administration	-2024-2026	-Well organized website that meets the needs of stakeholders
7. Improve and maintain an online district wide calendar to accurately record all district events.	-SAU Administration	-2024-2025	-District calendar will accurately reflect religious and secular holidays, as well as school and district-wide events



Merrimack School District Strategic Plan 2024-2027



Focus Area 6 - Vision of a Learner and Graduate

Goal - The Vision of the Learner (VOL) will be the heartbeat of the Merrimack School District, infusing every academic and community endeavor with purpose and passion. This vision will serve as our guiding star, illuminating diverse paths to excellence and fostering a vibrant, inclusive community where every student can thrive.

Strategic Initiative	Person(s) Responsible	Timeline of Implementation	Measure of Achievement
1. Introduce the Vision of a Learner (VOL) to all students and staff in Merrimack School District and communicate it to families, caregivers, and the community.	-District Leadership Team -Building Leadership Team	-September 2024	-The VOL is posted in all schools and published in all school handbooks
2. Develop a model framework for staff and students for curriculum alignment, goal-setting, and evidence collection using the Vision of Learner	-The VOL Framework Committee	-June 2025	-The VOL framework is complete
3. Train staff and students on the VOL framework, establish expectations for the school year, and implement the VOL framework.	-Building Leadership Team -The VOL Framework Committee	-September 2025	-Training is complete -Students and staff are observed using the VOL framework
4. Staff will be engaged in ongoing reflection on how the Vision of a Learner is reflected in the school community, activities, and learning goals.	-MSD Staff	-June 2026	-Professional development throughout the year will encompass and incorporate the VOL



Merrimack School District Strategic Plan 2024-2027



Focus Area 6 - Vision of a Learner and Graduate

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Strategic Initiative	Person(s) Responsible	Timeline of Implementation	Measure of Achievement
5. Students will complete Year 1 of evidence collection and reflect on their growth journey.	-MSD Students	-June 2026	-Student portfolios -Communications about expectations to parents and families
6. Leadership will collect feedback from stakeholders about the VOL implementation.	-District Leadership Team -Building Leadership Team	-June 2026	-Survey results
7. Leadership will analyze feedback on the VOL implementation, and make revisions if necessary.	-District Leadership Team -Building Leadership Team	-Summer 2026	-Adjustments to 2026-2027 VOL implementation plan
8. We will reinforce Vision of a Learner attributes and framework with our dedicated staff and students, setting clear and inspiring expectations for the school year. Together, we will continue to bring the VOL framework to life, fostering vibrant and supportive learning for all.	-District Leadership Team -Building Leadership Team	-September 2026	-Documentation of expectations for 2026-2027 school year



Merrimack School District Strategic Plan 2024-2027



Focus Area 6 - Vision of a Learner and Graduate

Goal Continued - The Vision of the Learner (VOL) will be the heartbeat of the Merrimack School District, infusing every academic and community endeavor with purpose and passion. This vision will serve as our guiding star, illuminating diverse paths to excellence and fostering a vibrant, inclusive community where every student can thrive.

Strategic Initiative	Person(s) Responsible	Timeline of Implementation	Measure of Achievement
9. Staff will actively engage in ongoing reflection to deeply integrate the Vision of a Learner into the heart of our school community, enriching activities, and aligning with our learning goals.	-District Leadership Team -Building Leadership Team	-June 2027	-Professional development throughout the year will encompass and incorporate the VOL
10. Students will complete Year 2 of evidence collection and reflect on their growth journey	-MSD Students	-June 2027	-Student portfolios -Communication about expectations to parents and families
11. Students' yearly updates to their portfolios will reflect their goal setting process and evidence of growth in VOL attributes.	-MSD Students -All stakeholders	-June 2030	-Increase in student achievement (as measured relative to a student's own growth) -Increase in graduation rates/post-secondary planning -More opportunities for students to directly impact their local community
12. School culture will radiate the Vision of a Learner, reflecting its principles in every interaction, activity, and goal, creating a vibrant, unified community dedicated to lifelong learning and growth.	-All stakeholders	-June 2028	-Reduction in disciplinary actions -Success focused self-reflection activities -Report card comments align with VOL -Student recognition items reflect VOL language

