

Mascoma Valley Regional School District – SAU 62
Strategic Plan 2023-2028



Mascoma Inspires!
Build The Path You Want To Take

MASCOMA VALLEY REGIONAL SCHOOL DISTRICT - SAU #62

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In the spring of 2019, the Mascoma Valley Regional School District began work on our 2019-2024 Strategic Plan, which addressed many of the needs of our school district at that time. We had hoped over the next five years to accomplish the goals outlined in the plan. However, our work was interrupted by the COVID-19 pandemic.

In the spring of 2023, our Strategic Plan Work Group, consisting of community members, parents, educators, budget committee members, and administration, reconvened to review, update and expand the plan first written in 2019. Many work sessions were spent reviewing, revising, and at times, eliminating various strategies. From these sessions emerged a new plan. The established goals in the focus areas of Leveraging Learning Communities, Improving Academic Quality and Expectation for Teachers, Students, and Staff, Building a Safe and Respectful Community and Improving Communication and Collaboration will continue to be accomplished through the joint efforts of our administrators, teachers, support staff, School Board and community at large.

Each of the identified focus areas strive to provide a customized learning environment for all of our students. By accomplishing the goals set forth in this plan, our District has the potential to become a model public school system for other districts throughout the State of New Hampshire.

As superintendent, I am incredibly proud of the work we have done to amend and expand this plan. I look forward to the challenges and opportunities we are presented with as we implement our strategic plan. I appreciate the vision and leadership of our School Board and community as they have provided the support and enthusiasm for encouraging us all to think differently about the services and opportunities we provide to our students.



Amanda Isabelle
Superintendent of Schools
Mascoma Valley Regional School District

Our Mission

We are a community that values creativity, curiosity, and the pursuit of excellence, cultivating our strengths and interests to inspire partnerships in the district, community and the world beyond.

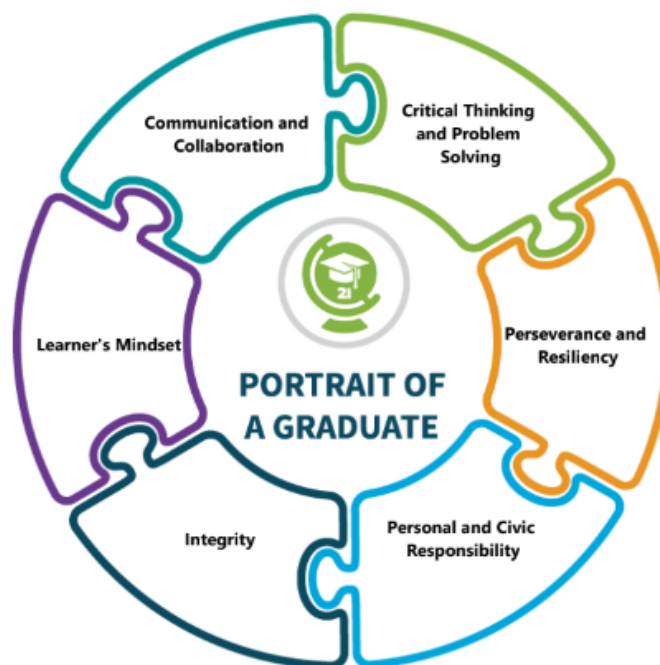
Our Vision

Mascoma Inspires!

Build the Path You Want to Take.

To achieve our Vision, we are guided by our Portrait of a Graduate which articulates our community's desired outcome for what all MVRSD graduates need to know and be able to do when entering into a rapidly changing, increasingly diverse, and interconnected world. Our Portrait of a Graduate will be made actionable and brought to life through the Goals and Strategies in our Strategic Plan.

Portrait of a Graduate



Focus Area 1 – Leveraging Learning Communities

Goal 1 - The MVRSD will build connections locally (civic, business, volunteer)

Year	Strategy	Outcome Measures	Target Completion Date and Owner
2023-2024	MVRSD will survey the 4th-11th grade students to understand their interests for after school and summer programs. Upon completion of survey, MVRSD will collaborate with community Recreation Departments on expanding their current and future offerings taking into consideration each town's capacity; and assess if MVRSD can fill gaps.	Completed survey with over 60% participation.	Jan 2024 – Athletic Directors
2024-2025	Surveys will be sent out to solicit interest in volunteers providing these activities.	Completed survey with over 60% participation.	January 2025– Athletic Directors
2024-2025	Determine funding required for after school and summer programs, including late bus for middle and high schoolers to increase afterschool participation	Funding estimate completed and included in budget	March 2025 - Superintendent
2025-2026	Implement new after school and summer programs. Create evaluation criteria.	Programs are funded and have started. Successful program criteria has been established.	Spring 2026
2026-2027	Assess and evaluate programs.	Successful program criteria has been met or exceeded.	Assess yearly
2027-2028	Survey parents and community.	Completed survey with over 70% participation.	January 2028 - Superintendent

Goal 2: The MVRSD will examine learning opportunities beyond each school's four walls

Year	Strategy	Outcome Measures	Target Completion Date and Owner
2023-2024	Establish building level committees, overseen by principals to complete this work.	Inventory complete	June 2024 – Guidance and Principals
2024-2025	Develop an inventory of learning opportunities (e.g. Field trips and guest speakers, Extended Learning Opportunities (ELO), Virtual Learning Academy Charter School (VLACS), Job shadowing, Experiencing the Arts)	Aligned curriculum.	June 2025 – Guidance and Principals
2025-2026	Based on inventory, identify gaps and needs based on number of participants compared to opportunities.	Committee established and meeting regularly	August 2025 – Guidance and Principals
2026-2027	Develop a plan to address gaps and needs to expand access to and participation in outside learning opportunities.	Committee established and meeting regularly	August 2027 – Guidance and Principals
2027-2028	Establish building level alignment with curriculum.	Committee established and meeting regularly	August 2028 – Guidance and Principals

Goal 3: The MVRSD will foster curiosity and creativity in students so they recognize that learning happens all the time, everywhere.

Year	Strategy	Outcome Measures	Target Completion Date and Owner
2023-2024	<ol style="list-style-type: none"> 1. Develop a volunteer orientation program that exposes all opportunities available and educates people on how to volunteer. 2. Establish a monthly volunteer spotlight in ongoing communications. 3. Use the current list of programs from NH to identify areas of additional learning opportunities. 	<p>Orientation program completed and implemented.</p> <p>Monthly spotlight added to communications.</p>	January 2024 - Athletic Directors, Principals
2024-2025	<ol style="list-style-type: none"> 1. Conduct a projected enrollment survey to determine staffing needs at all schools. 2. Continue to work with current staff on project-based learning and performance-based assessments as integrated aspects of the current curriculum to foster curiosity and creativity among students. 	<p>Survey complete and staffing needs determined.</p>	June 2025 - Principals
2025-2026	<ol style="list-style-type: none"> 1. Using data from enrollment study, budget for necessary positions. 2. Explore incorporating arts and music into classroom instruction K-12 to enhance learning and broaden learning styles 3. Continue to expand student interactions with cultures from outside the Mascoma area via field trips and speakers 	<p>New integrated curriculum written.</p> <p>Funding added to the budget.</p>	August 2026- Principals
2026-2027	Hire teachers and instructors budgeted for based on enrollment projections	Number of new teachers hired meets staffing needs.	June 2027 - Principals
2027-2028	Monitor volunteer activities and inclusion of new staff to assess effectiveness in fostering curiosity and creativity	Positive feedback on volunteer activities	January 2028 - Athletic Directors, Principals

Focus Area 2 – Improving academic quality and expectations for teachers, students and staff

Goal 1: The MVRSD will diversify life skills to include: finances, ethics, morals, self-care, technology skills and citizenship.

Year	Strategy	Outcome Measure	Target Completion Date and Owner
2023-2024	Continue to monitor and improve Social and Emotional Curriculum as part of a comprehensive Health Curriculum and expand to Middle School and High School. Continue to fund the Social Emotional Learning (SEL) coordinator position.	Assessment of these skills via guidance, social studies for voting,	June 2024 - Director of Curriculum, SEI Coordinator, IRS and MVRHS administration
2024-2025	<ol style="list-style-type: none"> 1. Establish Mascoma as a High School Equivalency Test (Hi SET) site. 2. Partner with Town Clerks to involve students in the voting process to build healthy citizens. 	Hi SET site established; voting process established	June 2025 - MVRHS Administration and Center for Personalized Learning (CPL) Coordinator
2025-2026	<ol style="list-style-type: none"> 1. Establish staff to monitor Hi-Set site 2. Advertise and monitor student voting process 	Budget for staffing for Hi-Set site; monitor voting	August 2026 -MVRHS Administration and Center for Personalized Learning (CPL) Coordinator
2026-2027	Partner with local Park and Recreation Departments to expand current Adult Education offerings.	establish adult education offerings focused on recent MVRHS students	August 2027 - MVRHS Administration and Center for Personalized Learning (CPL) Coordinator
2027-2028	<ol style="list-style-type: none"> 1. Monitor SEL curriculum outcomes and inclusion of Hi-Set and adult education courses to assess effectiveness 2. Advertise and monitor expanded current Adult Ed offerings. 	Assessment of these skills via health teachers, student responses on YRBS; increase in graduation rates	August 2028 - MVRHS Administration and Center for Personalized Learning (CPL) Coordinator

Goal 2: The MVRSD will increase course rigor to meet NH standards from Pre K-Grade 12

Year	Strategy	Outcome Measures	Target Completion Date and Owner
2024-2025	Performance based assessments grades 5-12 monitored at each level. Competency Based grading will be implemented in elementary report cards	On-going curriculum, instruction, and assessment work	Report cards done by fall 2023 for elementary. Director of curriculum, building administration, IT (report card elementary)
2025-2026	<ol style="list-style-type: none"> 1. Continue developing and aligning performance-based assessments at all levels; provide professional development for staff to begin shifting instructional practices to align with Proficiency Based Assessment (PBA) and Competency Based Education (CBE) grading. 2. Begin transitioning IRS grading and reporting to a competency-based system. 3. Review and monitor elementary competency report card. 	On-going curriculum, instruction, and assessment work	Director of curriculum, building administration
2026-2027	<ol style="list-style-type: none"> 1. Continue developing and aligning performance-based assessments at all levels; provide professional development for staff to begin shifting instructional practices to align with PBA and CBE grading. 2. Continue transitioning IRS grading and reporting to a competency-based system; establish report card committee. 	On-going curriculum, instruction, and assessment work. IRS report card committee	June 2027, IRS report card draft completed and shared with staff. Director of curriculum, building administration
2027-2028	<ol style="list-style-type: none"> 1. K-12 multiple PBAs at each grade-level, in each discipline. 2. Competency-based grading practices and report cards K-8 3. Begin work on creating student exhibitions of learning to demonstrate student engagement in deeper learning practices. 	K-8 aligned, competency-based report cards; assessment using PBAs	Fall 2027 rollout of competency report card at IRS. Director of curriculum, building administration

Goal 3: The MVRSD will increase distance learning, professional community collaboration and mentorship programs.

Year	Strategy	Outcome Measures	Target Completion Date and Owner
2023-2024	<ol style="list-style-type: none"> 1. Rebrand and establish requirements and expectations for the Center for Personalized Learning to ensure its purpose is to expose students to a variety of career pathways. 2. Assess/Audit the Extended Learning Opportunity (ELO) and dual enrollment programs. 3. Working with the Friends of Mascoma, develop a High School Career Fair that exposes students to a variety of exciting career opportunities. 	Increased opportunities and enrollment in all elements of career pathways, especially ELOs and internships	June 2024 - CPL Coordinator, IRS and MVRHS Administration, Director of Curriculum
2024-2025	<ol style="list-style-type: none"> 1. Based on the assessment of the current ELO and dual enrollment programs, expand opportunities and make ELOs and dual enrollment courses more accessible to all students. 2. In collaboration with other school districts, establish a 7th-8th grade job exploration day "Find Your Path Day". 	Increased opportunities and enrollment in all elements of career pathways, especially ELOs and internships	June 2025 - CPL Coordinator, IRS and MVRHS Administration and guidance departments, Director of Curriculum
2025-2026	<ol style="list-style-type: none"> 1. Strengthen the partnership with Dartmouth Hitchcock on exposing students to career pathways. 2. Continue Future Advancement Fair and IRS Career Days 	Increased opportunities and enrollment in all elements of career pathways, especially ELOs and internships	June 2026 - CPL Coordinator, IRS and MVRHS Administration and guidance departments, Director of Curriculum

2026-2027	Working with the Alumni Association, establish a formal mentoring program using MVRSD Alumni that exposes current students to opportunities after graduation. Target a diverse alumni population to ensure a variety of post high school journeys are revealed.	Mentoring program is established and documented.	June 2027 - CPL Coordinator, IRS and MVRHS Administration and guidance departments, Director of Curriculum
2027-2028	Assess effectiveness of ELO & dual enrollment programs, career day program, Dartmouth Health partnerships, future advancement fair, and mentoring programs. Update as needed.	All initiatives and programs running efficiently and engaging various students.	June 2028 - CPL Coordinator, IRS and MVRHS Administration and guidance departments, Director of Curriculum

Goal 4: The MVRSD will improve teacher participation in professional learning and demonstrate new knowledge and skills in classrooms

Year	Strategy	Outcome Measures	Target Completion Date and Owner
2023-2024	Complete the Professional Development (PD) Plan and align with Frontline.	Updated plan submitted to NHED	June 2024 - PD committee, Director of curriculum
2024-2025	Review the purpose of the Professional Development Committee and establish a set of goals/targets to be met. Conduct research on creative ways to improve PD.	Research completed and shared with stakeholders	June 2025 - PD committee, Director of curriculum
2025-2026	<ol style="list-style-type: none"> 1. Utilize research on professional development to continue staff training on CBE, PBAs, and engaging students in deeper learning. 2. Continue to outline content specific scope and sequence 3. Continue to update curriculum to align to new scope and sequence documents, PBAs and deeper learning instructional practices 	Additional participation in engaging professional development as assessment by Frontline reports	June 2026 - PD committee, building administration, Director of curriculum

2026-2027	<ol style="list-style-type: none"> 1. Utilize research on professional development to continue staff training on CBE, PBAs, and engaging students in deeper learning. 2. Continue to outline content specific scope and sequence 3. Continue to update curriculum to align to new scope and sequence documents, PBAs and deeper learning instructional practices 	Additional participation in engaging professional development as assessment by Frontline reports	June 2027 - PD committee, building administration, Director of curriculum
2027-2028	Re-evaluate professional development plan, PD offerings, and staff understanding of deeper learning practices as demonstrated by classroom instruction, assessment, and curriculum development.	Begin new updates to PD plan for NHED	June 2028 - PD committee, Director of curriculum
Goal 5: The MVRSD will assess student achievement			
Year	Strategy	Outcome Measures	Target Completion Date and Owner
2023-2024	Establish expectations for teachers to provide timely feedback to students through professional development on formative assessment practices and strengthening summative assessment practices.	PD for staff on these instructional and assessment practices	June 2024 - Building admin, director of curriculum
2024-2025	Establish a data and assessment committee to research teaching for mastery, reassessment policies, and create a practice of utilizing data-based decision-making.	Committee established, action plan created, admin bring these practices into team & staff meetings	June 2025 - Building admin, director of curriculum

2025-2026	Develop a policy to ensure consistent student mastery (e.g. retaking tests, reteaching).	Reassessment policy created for each building, adopted by school board	June 2026 - Building admin, director of curriculum
2026-2027	Establish a Committee to research best practices in Micro Credentialing and recommend an implementation plan to the EIC and Leadership Team. This will include looking at how other school districts are using micro credentialing and will ensure ELOs are integrated with micro-credentialing.	Committee established and research completed.	June 2027 - MVRHS admin, guidance and CPL coordinator
2027-2028	Evaluate work of data and assessment committee. Micro-credentialing committee recommendations stage 1 put into place at MVRHS.	Introduction of micro-credentialing into targeted classes at MVRHS; evaluation of data and assessment work.	June 2028 - MVRHS admin, guidance and CPL coordinator

Focus Area 3 – Building a Safe, Respectful Community

Goal 1: The MVRSD will support social-emotional development of all students and staff

Year	Strategy	Outcome Measures	Target Completion Date and Owner
2023-2024	Advertise for and hire a Mental Health Clinician. Develop an approach to implement mindful exercises for both students and staff (eg. Mindful Moment at EVS).	Staff member hired; July/August 2023	Sept 2023 - Superintendent and School Board
2024-2025	<ol style="list-style-type: none"> 1. Continue to work with All Together, Dartmouth Health, and School Counselors, and Social Workers to practice strong social-emotional learning for students and staff. 2. Expand the current programming to consistently reach all students and staff. 	Percentage of students and staff reached	August 2025 - Guidance, social workers, admin, Special education director
2025-2026	Apply for grants to develop, implement, and evaluate programs to promote social-emotional development and wellness for staff and students.	Decrease numbers of students into the SSC, PASS room, etc by 20%	August 2026 - Guidance, social workers, Administration, Special education director
2026-2027	<ol style="list-style-type: none"> 1. Utilize grant funds secured to improve programming to increase social-emotional development and wellness for staff and students. 2. Identify a funding source for SEL team leaders. 	Grants submitted and funded	August 2027 - Guidance, social workers, Administration, Special education director
2027-2028	Identify at each grade-level and within each department area, a team leader on this program; incorporate into weekly team or department meetings. Team leader leads the rest of the faculty into the best practices to include this curriculum into their classrooms.	Team leaders identified and their role is clearly defined and documented	August 2028- Building admin, Special education director

Goal 2: Improve strategies to identify emotionally/physically vulnerable

Year	Strategy	Outcome Measures	Target Completion Date and Owner
2023-2024	Expand Partnership with local mental health centers that offer mental health services (West Central, Mascoma Community Health Center) to provide services, advice and guidance.	Partnership established. Schedule of space used has been developed.	August 2024 - Mental health clinician, Special Ed Director
2024-2025	Build capacity for tele-health services available in the school.	Number of available areas identified	August 2025 - Mental health clinician, Special Ed Director
2025-2026	Expand partnership with mental health service agencies and local mental health experts,	Partnership formalized and documented	August 2026 - Mental health clinician, Special Ed Director
2026-2027	Develop learning opportunities for the broader Mascoma community (define the scope of this community - evening information open to anyone, advertise, target parents - vaping, bullying, cyber-bullying, etc.) to build knowledge and awareness of mental health. Mini-grant, friends of Mascoma, Byrne Foundation, Dartmouth Health	Learning opportunities identified and published to the community	August 2027 - Mental health clinician, Special Ed Director
2027-2028	Evaluate partnerships and increased programming results.	Evaluation and planning for next stages	August 2028 - Mental health clinician, Special Ed Director

Goal 3: Improve professional development opportunities focused on mental health issues for all staff

Year	Strategy	Outcome Measures	Target Completion Date and Owner
2023-2024	Increase time allotted to mental health awareness/strategies	Strategies increased by 10%	August 2024 - Special education director and Director of Curriculum
2024-2026	<ol style="list-style-type: none"> 1. Baseline assessment of what we currently have for mental health curriculum and materials 2. Offer mandatory professional development for faculty and staff in the trauma-informed classroom. 	Number or percentage of faculty and staff that have received PD.	August 2025 - Special education director and Director of Curriculum
2025-2026	Implement a consistent evidence-based approach to SEL informed practices	Practices implemented	August 2026 - Special education director and Director of Curriculum
2026-2027	Strengthen and cultivate ongoing partnerships with local mental health service agencies (e.g., West Central) to develop and refine professional training that is responsive to the specific mental health needs of the Mascoma community.	Partnership formed and sustained	August 2027 - Special education director and Director of Curriculum
2027-2028	Evaluation of SEL professional development and positive outcomes for students	Evaluation criteria developed and used	August 2028 - Special education director and Director of Curriculum

Goal 4: The MVRSD will support responsible digital citizenship

Year	Strategy	Outcome Measures	Target Completion Date and Owner
2023-2024	Assess progress on K-8 digital citizenship/safety classes. Develop curriculum and imbed in content areas for grades 9-12.	Assessment complete. Curriculum developed and approved for use.	August 2024 - Director of IT, Library/Media Specialists
2024-2025	Offer digital citizenship class in grades 9-12; library media integrate into English Language Arts classes;	Classes being offered. Enrollment increase of 20%	August 2025 - Director of IT, Library/Media Specialists
2025-2026	Develop a plan for law enforcement talk on cyber crime and exploitation	Plan developed and implemented	August 2026 - Director of IT, Library/Media Specialists
2026-2027	Assess progress of all digital citizenship classes. Updates policies and curriculum as needed.	Policies updated and communicated to all stakeholders	August 2027 - Director of IT, Library/Media Specialist

Goal 5: The MVRSD will promote increased respect for self and faculty, staff, other students, buildings and technology

Year	Strategy	Outcome Measures	Target Completion Date and Owner
2023-2024	<ol style="list-style-type: none"> 1. Continue to pilot the Senior Seminar to ensure it is promoting service at the high school level. Continue to develop and refine curriculum. 2. Begin Social Studies curriculum work K-12, look at College, Career and Civic (C3) Framework 	Senior Seminar participation has increased by 20%	August 2024 - MVRHS Administration, Director of Curriculum
2024-2025	<ol style="list-style-type: none"> 1. Evaluate the success of Senior Seminar Pilot. Either, begin transition of senior seminar components to Social Studies classes and student exhibition of learning, or begin the process of adding a graduation requirement for community service/Senior Seminar class. 2. Expand this goal to additional years - look at how to move this to either a required class or the addition of a community service or project exhibition of learning as a graduation requirement. 3. Plan scope and sequence changes to IRS social studies to include project component as an outcome 	Senior Seminar participation has increased by 40%; curriculum updates completed	August 2025 - MVRHS and IRS Administration, Director of Curriculum
2025-2026	<ol style="list-style-type: none"> 1. Create a committee to plan the faculty, student, and parent roll out for the student exhibition of learning. 2. Provide additional professional development for staff to transition more assessments to project-based. 	Committee formed; increased PBL and deeper learning instructional practices observed in classes	August 2026 - Building Administration, Director of Curriculum

2026-2027	<p>1. Based on the lessons learned from the Senior Seminar, develop a similar program for the middle school in 8th grade as part of the Social Studies project component (C3 framework asks students as a culminating activity to take informed action).</p> <p>2. Provide additional professional development for staff to transition more assessments to project-based along with instructional shifts needed to prepare students; use early release days to work with teams to add projects at each level.</p>	Changes to IRS Social Studies scope and sequence; increased Project Based Learning and deeper learning instructional practices observed in classes	August 2027 - Building Administration, Director of Curriculum
2027-2028	Develop a student exhibition of learning at each level (4, 8, 12 to demonstrate project based learning and community service)	Students exhibit learning for parents, staff, and community	August 2028, Building Administration, Director of Curriculum

Focus Area 4 - Improving Communication and Collaboration

Goal 1: The MVRSD will improve and enhance our public perception within the District, Community and State.

Year	Strategy	Outcome Measures	Target Completion Date and Owner
2023-2024	Work with New Hampshire Learning Initiative (NHLI) to establish Future Learning Pathways for Student Success. Include members of the community on the Future Learning Pathways Teams.	Creation of team	Spring 2024 - Curriculum Director
2024-2025	Communicate to the community the work done to develop a Portrait of a Graduate. Build on the work done with NHLI to develop a Portrait of a Learner	Creation of Portrait of a Learner	Spring 2024-Spring 2025 Curriculum Director and Data Manager
2025-2026	Create/refine the Portrait of a Learner. Share the final product with the Community.	Creation of Portrait of a Learner	Spring 2024-2025 Curriculum Director and Data Manager

Goal 2: The MVRSD will foster community interactions.

Year	Strategy	Outcome Measures	Target Completion Date and Owner
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2023-2024	Formalize consistent communication from building principals to parents. Formalize communication from the SAU to the MVRSD community at large.	Weekly Principal Newsletter and monthly SAU 'newsletters'	Jan 2024 - Superintendent
2024-2025	<ol style="list-style-type: none"> 1. Improve and expand broadcasting of various school functions. Create experiences for our students to produce productions both in house and in the community at large. 2. Expand to additional years; podcast (replace school newspaper); greenroom space for announcements 	Manage ELOs pertaining to Audio Visual experiences	Spring 2025 - Tech Director
2025-2026	Track and communicate community interactions through newsletters and web site.	Dedicated space in weekly 'newsletters' to MVRSD Community	Spring 2025 – Building Principals
2026-2027	Plan for a student lead broadcast of news- high school level	3 productions during the year	Spring 2027 – Tech Director
2027-2028	Refine and expand the program from the high school to other schools	1 Production from IRS	Spring 2028 – Tech Director