

Our Vision

The Mohawk Trail Regional School District is a community of happy and flourishing students who embrace diversity, have a passion for lifelong learning, and become responsible, engaged citizens.

Our Mission

The Mohawk Trail Regional School District will cultivate a student-centered learning environment where inspiring educators create engaging educational experiences while encouraging collaboration and creative problem solving.

Core Values

- Respect
- Responsibility
- Kindness
- Curiosity
- Work Ethic

We are Trailblazers

Because everyone is unique, our educational paths are filled with exploration, curiosity, individualized learning, community involvement and deep connections.



Strategic Plan Priorities

PRIORITIES



Build Community

Prioritize Relationships



Innovate

Reimagine Learning



Invest in Our Shared Future

Create Sustainability



Foster an Inclusive Community of Learners

Honor the Student Experience and Expand Awareness Within Our Community

Innovate and Reimagine Learning

Targets: by 2024

- All core programming will be revised and aligned to current Massachusetts Learning Standards and Content Frameworks and instruction will be aligned to research-based best practices
- The district will develop and implement a K-12 Trailblazer model that empowers all students as leaders of their own learning
- The district will expand social emotional learning and supports so that all students have the knowledge and skills to become engaged learners and citizens

Strategy	Action	Led By	Timeline	Performance Indicator
Strategy #1 Implement Prek-8 literacy strategic plan and align curriculum, instruction, and assessment with research-based best practice system wide	<ul style="list-style-type: none"> • Continue to use MTSS framework to refine our data and assessment system • Engage families in literacy learning • Roll out system of distributed instructional leadership • Provide job-imbedded professional development through coaching • Select and adopt new K-8 literacy curriculum 	<ul style="list-style-type: none"> • Curriculum Director • Literacy Leadership Team • District administrators • Curriculum Committee 	By June 2023	<ul style="list-style-type: none"> • Completed literacy strategic plan • Adopted K-8 literacy curriculum • Survey data from professional development for all teachers • Student achievement data • Learning walk data • Parental survey data
Strategy #2 Expand real-world experiences for student learning PK-12 and	<ul style="list-style-type: none"> • Continue to build on current Trailblazer experiences for students to lead their learning 	<ul style="list-style-type: none"> • Curriculum Director 	By June 2022	<ul style="list-style-type: none"> • Completed survey data • Completed focus groups • Revised curriculum units with learning targets

	<p>emotional learning goals and outcomes</p> <ul style="list-style-type: none"> Align current professional development to curriculum review cycle to ensure coaching supports instructional change in classrooms 			
<p>Strategy #4 Expand social-emotional learning and mental health/wellness supports for students</p>	<ul style="list-style-type: none"> Use MTSS framework to review, identify and address student social emotional learning, mental health, and wellness needs and create programming to support those needs Identify and address COVID19-related social emotional learning, mental health and wellness needs of students Develop extended learning day and summer programming to address student social emotional learning needs Identify current programming needs and explore partnerships to provide additional supports for students 	<ul style="list-style-type: none"> District Leadership Team Liason for community engagement and enrichment programming 	<p>By June 2022</p>	<ul style="list-style-type: none"> Continuum of services that supports students in multiple capacities Extended day and summer enrichment opportunities Staff survey data Parent survey data Student survey data
<p>Strategy 5 Ensure adequate funding is appropriated</p>	<ul style="list-style-type: none"> Establish, communicate, and adhere to a budget development timeline 	<ul style="list-style-type: none"> Superintendent Business Office 	<ul style="list-style-type: none"> By December 2021 	<ul style="list-style-type: none"> Published budget timeline document Published budget book

to deliver innovative quality programming	<ul style="list-style-type: none"> Expand budget materials and presentations to align budget to strategic priorities of the district 		<ul style="list-style-type: none"> By February 2022 	<ul style="list-style-type: none"> Municipal administrator, selectboard and finance committee feedback
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Build Community and Prioritize Relationships

Targets: by 2024	<ul style="list-style-type: none"> Establish an environment of collaboration and community involvement linking caregivers to learning and programs in the classroom, in the schools, and in the district Establish effective communication with all stakeholders Establish a district-wide connection between schools
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Strategy	Action	Led By	Timeline	Performance Indicator
Strategy #1 Celebrate our learning community	<ul style="list-style-type: none"> Establish a comprehensive MTRSD Communications Plan Create a district-wide community relations initiative Build outreach and engagement, media relations, and public relations 	<ul style="list-style-type: none"> Superintendent Director of Communications 	By June 2022	<ul style="list-style-type: none"> Annual review of Communications Plan Increased opportunities for community engagement with Superintendent and School Committee Constituent Outreach including bi-annual meetings with town Boards / Committees Established communications standards

	for all students (athletics, performing arts, fine arts)			
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Invest in Our Shared Future and Create Sustainability

Targets: by 2024	<ul style="list-style-type: none"> ● The district will be positioned for fiscal sustainability through 2030 to provide the educational programming that advances and supports strategic plan objectives ● The district will recruit and retain high quality educators ● Facilities will reflect needs of 21st century learning and beyond
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Strategy	Action	Led By	Timeline	Performance Indicator
Strategy #1 Create a long-term strategy for fiscal sustainability	<ul style="list-style-type: none"> ● Re-establish a community stakeholder sustainability committee and review BEST work ● Apply for Community Compact Grant to identify and address issues relative to increasing fixed costs, flat Chapter 70 Aid, held harmless provisions, and systemic organization for efficiencies ● Create long term, actionable sustainability plan ● Apply for SOA competitive rural education grant to explore regional education program efficiencies 	<ul style="list-style-type: none"> ● Superintendent ● Business Office ● School Committee 	By June 2022 By January 2022 By June 2023 By June 2022	<ul style="list-style-type: none"> ● Grant approvals ● Viable long-term actionable sustainability plan ● Regional efficiencies pilot program

<p>Strategy #2 Continue to promote advocacy for rural education with legislators including Chapter 70 revision for rural aid</p>	<ul style="list-style-type: none"> • Create diverse opportunities and recruit municipal partners and community stakeholders to advocate for rural education • Continue student legislative advocacy program 	<ul style="list-style-type: none"> • Superintendent • Student Council • School Committee 	<p>By June 2024</p>	<ul style="list-style-type: none"> • Rural sparsity aid factor to be addressed in Chapter 70 state funding formula • Student Rural Day on the Hill
<p>Strategy #3 Research, Develop, and Implement Teacher and Staff Recruitment and Retention Plan</p>	<ul style="list-style-type: none"> • Review and revise the professional development and evaluation plan to promote teacher satisfaction • Create teacher focus groups to review retention research and create teacher retention plan • Create exit interview protocols 	<ul style="list-style-type: none"> • Curriculum Director • Standing Curriculum Review Committee (SCRC) • K-12 Department Committees 	<p>By June 2024</p>	<ul style="list-style-type: none"> • Teacher survey data • Teacher retention data • Exit interview data • Teacher retention Plan
<p>Strategy #4 Conduct facility needs assessment</p>	<ul style="list-style-type: none"> • Include facilities needs assessment in Community Compact Grant 	<ul style="list-style-type: none"> • Superintendent • Business Office • Director of Facilities 	<p>By January 2023</p>	<ul style="list-style-type: none"> • Facilities needs assessment • Long-term facilities plan

Foster an Inclusive Community of Learners

Honor the Student Experience and Expand Awareness Within Our Community

<p>Targets: by 2024</p>	<ul style="list-style-type: none"> ● The district will have systems and structures that empower everyone in the learning community with the knowledge, skills, and strategies necessary to navigate and flourish in our complicated and ever-changing world, and have a sense of agency to do good work in their community and in the world ● The district will have an anti-racism mission and vision and imbed diversity, equity, and inclusion in all of our work
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Strategy	Action	Led By	Timeline	Performance Indicator
<p>Strategy #1 Adopt and expand culturally responsive practices in all systems, structures and roles</p>	<ul style="list-style-type: none"> ● Implement a districtwide equity audit of: <ul style="list-style-type: none"> ● HR policy and procedures ● Student Discipline ● Student Opportunity ● Participate in Massachusetts Department of Elementary and Secondary Education (DESE) Culturally Responsive Practices Leadership (CRPL) Academy 	<ul style="list-style-type: none"> ● District Leadership Team ● School-based Instructional Leadership Teams 	<p>By June 2024</p>	<ul style="list-style-type: none"> ● Audit report ● Revised handbooks and updated staff trainings
<p>Strategy #2 Adopt and expand culturally responsive practices in curriculum and instruction</p>	<ul style="list-style-type: none"> ● Implement a districtwide equity audit of: <ul style="list-style-type: none"> ● Curriculum ● Instruction ● Assessment ● Student Opportunity ● Through the curriculum review cycle, ensure curriculum materials and 	<ul style="list-style-type: none"> ● District Leadership Team ● CRPL Team ● Instructional Leadership Teams 	<p>By June 2023</p>	<ul style="list-style-type: none"> ● Audit Report ● Revised curriculum, units, and assessments that include culturally component instructional strategies, resources, and multiple entry points for all students

	<p>resources are culturally sensitive and without bias</p> <ul style="list-style-type: none"> • Provide professional development so all educators understand cultural competent teaching and its impact on student learning 			
<p>Strategy #3 Develop and implement a continuous evaluation process of diversity, equity and inclusion policies, practices, and procedures</p>	<ul style="list-style-type: none"> • Participate in Massachusetts Department of Elementary and Secondary Education (DESE) Culturally Responsive Practices Leadership (CRPL) Academy • Develop implementation plan to include professional development and training of all staff in the implementation of safe schools programming 	<ul style="list-style-type: none"> • District Leadership Team • CRPL Team • Instructional Leadership Teams • School Committee • Policy and Education Sub-committees 	<p>By June 2024</p>	<ul style="list-style-type: none"> • Revised policies, practices, and procedures reflect attention to diversity, equity, and inclusion • Professional development for staff and School Committee • Student, staff, School Committee and community surveys