

Maine School Administrative District 75



**STRATEGIC PLAN
2025-2030**





Dr. Heidi O'Leary
Superintendent

Letter from the Superintendent

It is with immense pride and optimism that I present our new Strategic Plan, a comprehensive roadmap designed to guide our district's journey over the next five years. This plan is the culmination of extensive collaboration, thoughtful discussion, and a shared commitment to fostering an exceptional educational environment for every student. It reflects our collective aspirations for academic excellence, social-emotional well-being, and the development of responsible, engaged citizens ready to thrive in an ever-evolving world.

This Strategic Plan is built upon our core values of **Community, Student-Centered, Integrity, Resilience, and Joy**. Our Vision is

to nurture a community of learners with curious minds and kind hearts, equipped with excellent education and empowered to thrive in a diverse and changing world. Our **Mission** is to unite the four communities of MSAD 75 in teaching and inspiring all students to reach their full potential through meaningful education that ignites curiosity, creativity, and critical thinking.

Our ambitious yet attainable goals focus on improving opportunities and outcomes for all students, providing welcoming and safe school environments that support the whole child, attracting and retaining outstanding educators and staff, and strengthening school, family, and community engagement. Through innovation, personalized learning, and a supportive culture, we will empower our students to reach their full potential and equip them with the skills necessary for success in higher education, vocational pursuits, or direct entry into the workforce.

The successful implementation of this plan depends on the continued dedication and collaboration of all stakeholders—our talented teachers and staff, engaged parents, supportive community members, and most importantly, our incredible students. I am confident that by working together, we can achieve the ambitious vision set forth in this document, ensuring that our school district remains a beacon of educational excellence.

Thank you for your unwavering commitment to our students and for being an integral part of this exciting new chapter in our district's journey.

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Vision

We envision a community of learners with curious minds and kind hearts who are equipped with an excellent education and empowered to thrive in a diverse and changing world.

Mission

The four communities of MSAD 75 come together to teach and inspire all students to reach their full potential. Together, we provide a meaningful education that ignites curiosity, creativity, and critical thinking.

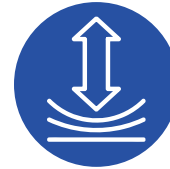


Core Values



Community

- We foster a welcoming, inclusive environment where you matter.
- Strong partnerships with families and the community support student success.



Resilience

- We empower students to embrace challenges with confidence and perseverance.
- Growth, adaptability, and problem-solving prepare us for an evolving world.



Student-Centered

- We prioritize students' needs, interests, and well-being in every decision we make.
- Every student receives the support, opportunities, and resources to reach their full potential.



Joy

- We celebrate curiosity, creativity, and meaningful learning experiences.
- Strong relationships and achievements bring fulfillment to our school community.



Integrity

- We act with honesty, responsibility, and respect in all we do.
- Trust and ethical decision-making guide our actions and relationships.

Portrait of a Graduate

Students...

PRIORITIZE our mental, emotional, and physical well-being, promoting lifelong health and wellness.

Healthy Individuals



KNOW themselves, speaking up for one another to create positive change.

Advocates



WORK together to create positive relationships and build a unified, welcoming community.

Community Builders



EMBRACE challenges with persistence and creativity, utilizing different perspectives and applying knowledge and skills in new ways.

Problem Solvers



ARE CURIOUS and ask questions, pursuing knowledge to improve themselves and our world.

Lifelong Learners



LISTEN with empathy and express themselves clearly, adapting communication for diverse audiences.

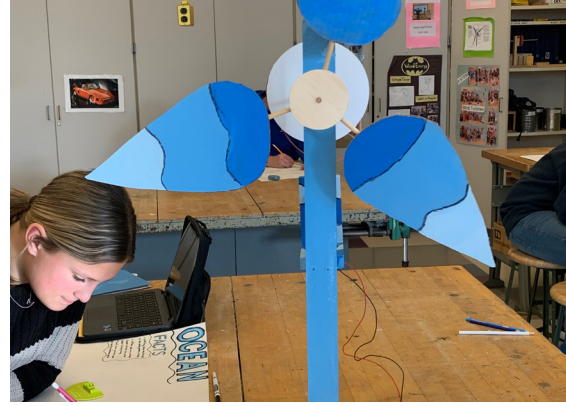
Skilled Communicators



PRIORITY 1

Improve Opportunities and Outcomes for All Students

- **Goal 1A:** Develop aligned curriculum and instruction, Pre-K to 12.
- **Goal 1B:** Provide pathways for every student to high school graduation, improve our high school graduation rate, and enrich post-graduation success through diverse academic and real-world experiences.
- **Goal 1C:** Support the development of early childhood learning programs in MSAD 75 for a successful transition to public school.
- **Goal 1D:** Support inclusive extra-curricular and co-curricular opportunities for all students.



Goal 1A Develop aligned curriculum and instruction, Pre-K to 12.

KPI By 2027, MSAD 75 will achieve full documentation of vertically aligned curriculum standards across all grade levels (Pre-K-12).

- **Strategy 1:** Identify priority standards at each grade level that guide our instruction, Pre-K to Grade 12, by June 2026.
- **Strategy 2:** Strengthen systems for transition years between schools (elementary to middle to high school).
- **Strategy 3:** Implement and sustain Multi-Tiered Systems of Supports (MTSS) for academic success and social-emotional well-being on an ongoing basis.
- **Strategy 4:** Conduct a successful pilot of Grades K-8 ELA programs by June 2026, and K-8 Mathematics programs by June 2027, and make implementation decisions after each.

Goal 1B Provide pathways for every student to high school graduation, improve our high school graduation rate, and enrich post-graduation success through advanced academic and real-world experiences.

KPI By 2028, increase the high school graduation rate by 5% and ensure that 100% of graduating seniors complete a personalized post-secondary plan, with at least 75% participating in advanced coursework, Career and Technical Education (CTE), internships, and/or work-based learning experiences.

- **Strategy 1:** Review and expand access to hands-on, real-world, and advanced (AP & Concurrent Enrollment) secondary course offerings, and track student enrollment and completion annually.
- **Strategy 2:** Align counseling and advisory resources to ensure that all MSAD #75 students can articulate a personalized post-secondary vision.
- **Strategy 3:** Increase every student's awareness of Career and Technical Education programming, as well as internships and work-based learning opportunities, through support and expansion of the Community Pathways program.
- **Strategy 4:** Develop and maintain a system for tracking graduate and alumni data, including post-secondary plans, college and career readiness, and employment success by June 2028.



Goal 1C Support the development of early childhood learning programs in MSAD 75 for a successful transition to public school.

KPI By 2028, MSAD 75 will provide universal Pre-K access for all eligible 4-year-olds, fully transition early childhood special education services from CDS, and increase engagement with family and community-based early childhood caregivers through two-way communication to support school readiness.

- **Strategy 1:** Expand and support Pre-K programs by at least one classroom annually until universal Pre-K is established.
- **Strategy 2:** Transition and support early childhood special education services from Child Development Services (CDS) to MSAD 75 by June 2028.
- **Strategy 3:** By 2026, establish communication channels with all incoming PreK and K families through outreach events, surveys, or direct contact.

Goal 1D Support inclusive extra-curricular and co-curricular opportunities for all students.

KPI By 2028, increase student participation in extracurricular and co-curricular activities by 20% across all grade spans (Pre-K-12), ensure that all schools offer a range of inclusive activities for all students, and implement a districtwide system to track participation data disaggregated by grade, school, and student group.

- **Strategy 1:** Examine opportunities to increase inclusivity of extra- and co-curricular activities, Pre-K to Grade 12, by June 2026.
- **Strategy 2:** Expand extracurricular offerings and opportunities and increase engagement of students in an extracurricular club, team, or activity by June 2028.
- **Strategy 3:** Develop and maintain a system for tracking longitudinal student participation in extracurricular teams, clubs, and activities by June 2028.
- **Strategy 4:** Remove barriers for students to access all clubs and activities offered at all our schools.



PRIORITY 2

Provide a Welcoming and Safe School Environment that Supports the Whole Student

- **Goal 2A:** Focus on student health and well-being as a key component of safe and welcoming schools.
- **Goal 2B:** Strengthen emergency preparedness for all district stakeholders.



Goal 2A Focus on student health and well-being as a key component of safe and welcoming schools.

KPI By 2027, all MSAD 75 students will report having a trusted adult in school; schools will implement Social Emotional Learning (SEL) curriculum and universal behavior screening; and student self-reports of resiliency and belonging will increase by 10%, supported by nutrition education, play-based learning, and bullying prevention efforts.

- **Strategy 1:** Improve students' access to mentorship and advisory programs to build relationships—*including dedicated time and space for these connections*—so that 100% of students connect with at least one trusted adult in their school.
- **Strategy 2:** Include structured opportunities for play, nutrition education, and social learning to promote healthy development and increase students' self-reports of resiliency.
- **Strategy 3:** Integrate social-emotional learning (SEL) curriculum and benchmarks by implementing a universal behavior screening tool and age-appropriate SEL instruction for all students.
- **Strategy 4:** Strengthen schoolwide systems to prevent, identify, and respond to bullying through proactive instruction, student voice, and restorative practices.

Goal 2B Strengthen emergency preparedness for all district stakeholders.

KPI By 2026, 100% of MSAD 75 schools will complete annual review of the emergency operations plan with documented action steps, and maintain fully-stocked, inventoried emergency kits to ensure readiness for a variety of school-based emergencies.

- **Strategy 1:** Conduct annual security audits to inform planning for addressing site-specific recommendations.
- **Strategy 2:** Ensure every school has fully-stocked emergency kits with annual inventory checks.



*Excellence in education is
when we do everything we
can to make sure they become
everything they can.*

–Carol Ann Tomlinson



PRIORITY 3

Attract and Retain Outstanding Educators and Staff



- **Goal 3A:** Optimize talent recruitment for MSAD 75.
- **Goal 3B:** Support the health and well-being of employees.
- **Goal 3C:** Support the professional growth of employees.

Goal 3A Optimize talent recruitment for MSAD 75.

KPI By 2029, MSAD 75 will improve strategies for recruitment of hard-to-fill positions by 25% over baseline data collected in 2024–2025.

- **Strategy 1:** Conduct a districtwide process by June 2026 to identify and eliminate barriers hindering access to qualified candidates.
- **Strategy 2:** Host professional development opportunities in-district, establishing MSAD 75 as a regional leader in adult learning by June 2028.

Goal 3B Support the health and well-being of employees.

KPI By 2030, 85% of MSAD 75 employees will report that the district supports their health and well-being, as measured by annual staff climate surveys.

- **Strategy 1:** Foster a culture of healthy, nurturing relationships across the district; survey staff to garner feedback about communication in the district.
- **Strategy 2:** Leverage new and existing resources to increase opportunities for employees to engage in physical activity, employee assistance, and other health programs by June 2027.
- **Strategy 3:** Review structures of Professional Learning Communities (PLCs) to ensure they promote a culture of support and purposeful collaboration amongst educators in the district.



Goal 3C MSAD 75 will support the professional growth of employees.

KPI By 2030, at least 85% of MSAD 75 employees will agree that the district supports their professional growth, as measured by annual staff surveys.

- **Strategy 1:** Conduct a review of the district’s teacher mentoring program by June 2026 and implement improvements by June 2027.
- **Strategy 2:** Conduct a review of the district’s Performance Evaluation and Professional Growth (PEPG) system and Support Staff Evaluation system by June 2026, and implement improvements to better support professional growth by June 2027.
- **Strategy 3:** Conduct a review of professional development (PD) offerings to ensure alignment with district goals, and utilize student learning data and staff input to update PD plans annually.

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The greatness of a community is most accurately measured by the compassionate actions of its members.

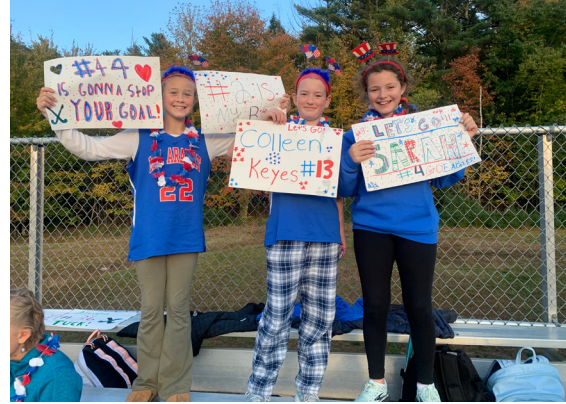
–Coretta Scott King



PRIORITY 4

Strengthen School, Family, and Community Engagement and Connectedness

- **Goal 4A:** Build a stronger sense of connection and belonging for all students and families across our schools.
- **Goal 4B:** Foster strong, two-way partnerships with families to support student success and well-being.
- **Goal 4C:** Expand and deepen school-community partnerships that enhance student learning and well-being.
- **Goal 4D:** Improve daily attendance and reduce chronic absenteeism to ensure all students have consistent access to learning.



Goal 4A Build a stronger sense of connection and belonging for all students and families across our schools.

KPI By 2030, increase the percentage of students and families reporting a strong sense of connection and belonging by 10%, as measured by annual surveys.

- **Strategy 1:** By June 2026, implement consistent student and family surveys across all grade levels to identify growth areas and develop school-specific action plans.
- **Strategy 2:** Schools will implement action plans including regular events that build school spirit and inclusive communities.

Goal 4B Foster strong, two-way partnerships with families to support student success and wellbeing.

KPI By 2027, all schools will strengthen two-way communication with families through consistent use of ParentSquare and the IC Parent Portal, offer workshops to support learning at home, and establish Family Advisory Councils with diverse representation at both the school and district levels.

- **Strategy 1:** Help families stay informed and involved in their child's learning and school life by strengthening communication between home and school using ParentSquare and the IC Parent Portal.
- **Strategy 2:** Offer workshops and materials on school readiness, routines, and homework habits to promote tools and resources to help families support learning at home.



Goal 4C Expand and deepen school-community partnerships that enhance student learning and wellbeing.

KPI By the end of 2025–26, each MSAD 75 school will establish and expand active partnerships with local businesses or organizations.

- **Strategy 1:** Build collaborations that support school programs and offer real-world experiences for students by partnering with at least seven local businesses or organizations by the end of 2025-26. (At least one per school)
- **Strategy 2:** Grow the presence of school and community partners to include internships, job shadowing, after-school programs, or student volunteer opportunities.
- **Strategy 3:** Strengthen current partnerships with community-wide events that bring students, families, and partners together.

Goal 4D Improve daily attendance and reduce chronic absenteeism to ensure all students have consistent access to learning.

KPI By 2027, MSAD 75 will maintain attendance rates above the state average and reduce chronic absenteeism by 15% from 2024–2025 baseline levels, as measured by district attendance data.

- **Strategy 1:** Increase overall student attendance rates annually by using targeted outreach, family partnerships, personalized interventions, and a districtwide awareness campaign to motivate consistent attendance.
- **Strategy 2:** Partner with families to remove barriers to attendance by providing personalized support for transportation, mental health, and other family needs.
- **Strategy 3:** By August 2026, launch a district-wide campaign to highlight the value of showing up. Use visuals, targeted messages for students who meet a chronic absenteeism threshold, and events to promote the importance of attending school every day.





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