

- Target resources to support the unique educational, logistical, and social/emotional needs of students across the District during the COVID crisis.
- Manage the District's budget and budget reserves, allocating resources for both the near- and long-term financial health of the District.
- Continue to manage the construction of the new Memorial school, ensuring it remains on time and on budget; **ensure parity between EES and Memorial School in key facilities related areas to maintain educational parity (technology, security, and playground)** plan and execute the construction of the Essex Eagle's Nest playground.
- Stand up the appropriate working groups and establish goals and benchmarks to address the commitment the School Committee made in adopting the anti-racist policy: **RESOLVED: that Manchester Essex Regional School District and all the school districts in the Commonwealth must guarantee that racist practices are eradicated, and diversity, equity and inclusion is embedded and practiced for our students, families, faculty and staff.**

## FY 20-21 Superintendent Goals – 10.6.20 Update

<b>Professional Practice</b>
<p>Labor Management Relations: Utilize interest based bargaining methodology to successfully negotiate a multi-year META Teacher Assistant contract and follow-up work from META Teacher agreement.</p> <ul style="list-style-type: none"> <li>✓ Reestablished monthly meetings with META co-presidents for communication and joint problem solving.</li> <li>✓ In collaboration with META Co-President's we are set to discuss establishing a schedule for this process in February.</li> <li>• Schedule is subject to availability of META external representation/resources.</li> </ul> <p>In collaboration with META Co-Presidents:</p> <ul style="list-style-type: none"> <li>• <i>Identify and provide training for new negotiation team in interest based bargaining.</i></li> <li>• <i>Arbitrate needs of support staff and financial constraints of the District to deliver a contract that is aligned with District goal of maintaining a budget that is within the levy limit.</i></li> <li>• <i>Identify representatives for working groups (and work collaboratively with META Presidents to establish meeting schedules.</i></li> <li>• <i>Have large financial components (salary/health care) completed prior to <del>FY20</del> the completion of the <b>FY21</b> budget season. <i>Estimated Date for completion 1.15.21</i></i></li> <li>• <i>Finalize new/revised language</i> <ul style="list-style-type: none"> <li>○ <i>Complete Draft Contract to SC for approval March.</i></li> </ul> </li> <li>• <i>Approval and Ratification</i> <ul style="list-style-type: none"> <li>○ <i>General Member Ratification early April.</i></li> <li>○ <i>Final SC vote May</i></li> </ul> </li> </ul>
<b>Student Learning / District Improvement</b>
<p>Develop a multi-year strategic plan to guide District improvement.</p> <ul style="list-style-type: none"> <li>✓ Work collaboratively with the High School Principal and Director of Curriculum &amp; Instructional Technology to develop the vision of the graduation. <ul style="list-style-type: none"> <li>○ Training (October 19)</li> <li>○ Plan Development (October 19)</li> <li>○ Plan Execution ( November 19 – March 20)</li> <li>○ Additional – Participation in Essex County Learning Collaborative*</li> </ul> </li> <li>✓ Develop organization and structure to solicit and incorporate student, faculty and community input.</li> <li>✓ Identify third party assistance to provide an organizational process to develop analyze, prioritize and Integrate findings from multiple third party program reviews into key areas for long term district improvement. <ul style="list-style-type: none"> <li>○ NEASC for VOG Training</li> <li>○ Creative Education Foundation for Planning and Community Engagement</li> </ul> </li> <li>➡ Utilize the vision of the graduate to drive the development of the District Strategic Plan. <ul style="list-style-type: none"> <li>✓ Established partnership with Creative Education Foundation to assist with community engagement</li> <li>✓ Survey incorporating VOG in development (Planned Release wk. 2/24/20) <ul style="list-style-type: none"> <li>▪ <i>Tentative dates identified for World Café/Focus Group (Jan 21)</i> <ul style="list-style-type: none"> <li>• <i>Projected 2-3 sessions</i></li> </ul> </li> <li>▪ <i>Report to School (February 21)</i></li> <li>▪ <i>Facilitation Planning Session (SC/AC/META) – Spring / Summer 2021</i></li> </ul> </li> </ul> </li> </ul>

Support the continued implementation of curriculum and training to support district goal of providing a coordinated approach toward social emotional learning.

- ➡ Reestablish the District Health & Wellness Committee (Carry forward as priority goal FY20)
  - Committee and Meeting Schedule Established
  - Committee Make-Up
  - Initial goals include Mission/Vision and Self -Assessment using the CDC Healthy School Index
- ➡ Collaborate with Director of Curriculum & Instruction on Phase 3 Roll-Out of RULER
  - ✓ Partner with Yale/Harvard on implementation study.
  - ✓ Review Underway
  - ✓ Two Site Visits Complete – Feedback provides guidance on additional resources and strategies for facilitating implementation
  - ✓ District Attendance at National Conference
- ❖ Collaborate with District Leadership Team to identify action steps for Phase 4 Roll-Out Parent/Community education and information.
  - Exploring best practices in this area with the RULER Research Team
- ✓ Complete Task Force work to review overnight school trips and travel policies and make formal recommendation.
  - Grade 5/8 Field Trip reorganization complete

Additional Essex County Learning Collaborative the goals established by this cohort address both our future planning goals and our social emotional learning objectives. The 2020 Cohort goals are to increase capacity in the following areas: Equity, SEL / Mental Health, Communications & Engagement, and New Models for Learning.\*

#### District Improvement

Develop and pass a budget that maintains quality and forward progress maintaining efficient practices but shifting to greater advocacy for increased funding to the District.

- Redesign of annual budget document.
  - Will attempt but may need to be deferred to FY22
- ~~Work collaboratively with Town Partners to build a better understanding about the cost of 21<sup>st</sup> Century Education.~~ Update to - Work collaboratively with Town Partners to manage budget uncertainty related to COVID-19 Crisis impact to state and local education funding and resources to minimize impact to the MERSD educational program.
- ✓ Through Collaborative meetings work to educate on the current state of schooling and expanded social service responsibilities that we carry.
  - ✓ Implement the School Resource Officer Plan
- ➡ Continue to Manage the Memorial School Project.
  - Weekly Team Meetings monitoring schedule and budget
  - Active subcommittee work – furniture, playground and technology acquisition and budget oversight
  - Liaison with OPM

*[Working to define role they can play in supporting or efforts in FY21]*

*Essex County Learning Collaborative: As members of the ECLC, MERSD will engage in an intensive two-year professional development experience aimed at helping educators better meet the diverse learning assets and needs of students with learning disabilities, learning and attention issues, exposure to trauma—as well as those who experience systemic bias related to race, ethnicity, language, income, and gender. Five public school districts in Essex County have been selected to participate in the second cohort of the Essex County Learning Community*

(ECLC). These districts include Andover, Essex North Shore Agricultural & Technical School, Hamilton-Wenham, Manchester-Essex, and Saugus Public Schools (<https://www.essexcountylc.org/blog--news>, 2020).