

**Manchester Essex Regional Schools  
District Improvement Plan Three Year Plan  
2017-2019**

Whole Child		
Goal 1: Develop and articulate a Pre K-12 social emotional program strand.		
Strategies	Resources & Responsibilities	Deliverables Measures of Implementation Documentation
<p>Research, pilot, and implement curricula, programs, and strategies that promote <a href="#">Universal Design for Learning</a> (UDL), <a href="#">Positive Behavioral Intervention Supports</a> (PBIS), and <a href="#">Social Emotional Learning</a> (SEL).</p>	<p>Superintendent in collaboration with</p> <ul style="list-style-type: none"> <li>▪ Director of Curriculum &amp; Technology</li> <li>▪ Director of Student Services</li> <li>▪ Principals</li> <li>▪ Teacher leaders</li> </ul> <p>Resources: ASCD Whole Child Assessment Tools, New England League of Middle Schools (NELMS)</p>	<p><u>FY 17</u></p> <ul style="list-style-type: none"> <li>▪ Conduct the ASCD Whole Child needs assessment PreK-5 (Spring)</li> <li>▪ Conduct NELMS MS Needs Assessment</li> <li>▪ Implement UDL-Disability Awareness Training K-5</li> <li>▪ Identify the district's K-12 SEL expectations/recommendations</li> <li>▪ Review current 6-12 Health/Wellness program</li> <li>▪ Launch High School Wellness Program</li> </ul> <p><u>FY18</u></p> <ul style="list-style-type: none"> <li>▪ Implement Disability Awareness Training 6-12</li> <li>▪ Create district document identifying the UDL, PBIS, and SEL</li> <li>▪ Identify the school/grade-span programmatic elements</li> <li>▪ Research and pilot programs to support school-based elements</li> <li>▪ Pilot and assess comprehensive health/wellness curriculum (6-12)</li> </ul> <p><u>FY19</u></p> <ul style="list-style-type: none"> <li>▪ Implementation of PBIS @ MS &amp; HS</li> <li>▪ Implementation of a comprehensive health/wellness curriculum (6-12)</li> </ul>
<p>Review program design, structural/resource organization and utilization to ensure optimal impact on whole child/student achievement</p>	<p>Superintendent in collaboration with</p> <ul style="list-style-type: none"> <li>▪ Director of Curriculum &amp; Technology</li> <li>▪ Director of Student Services</li> <li>▪ Principals</li> <li>▪ Teacher leaders</li> </ul> <p>Resources: Teachers 21,</p>	<p><u>FY 17</u></p> <ul style="list-style-type: none"> <li>▪ NELMS Assessment MS</li> <li>▪ Develop school-based NELMS Action Plan</li> <li>▪ HS Schedule Development/Training</li> <li>▪ Elementary Special Education Program Review</li> <li>▪ Development of District-wide homework guidelines</li> </ul> <p><u>FY18</u></p> <ul style="list-style-type: none"> <li>▪ Implementation of NELMS Action Plan Year 1</li> <li>▪ MS Special Education Program Review</li> <li>▪ HS Schedule Implementation</li> </ul>

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District Improvement Plan Three Year Plan  
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	EDCO Collaborative, New England League of Middle Schools (NELMS), New England Association of Secondary Schools (NEASC), MA Department of Elementary and Secondary Education	<ul style="list-style-type: none"> <li>▪ Assess district-wide counseling needs</li> <li>▪ Implementation of District-wide homework guidelines</li> </ul> <p><u>FY19</u></p> <ul style="list-style-type: none"> <li>▪ Implementation of NELMS Action Plan Year 2</li> <li>▪ HS Special Education Program Review</li> <li>▪ HS Schedule Review</li> <li>▪ Begin NEASC Self-Assessment</li> <li>▪ DESE Coordinated Program Review</li> </ul>
<b>Student Achievement</b>		
<i>Goal 1: Articulate and document vertical curriculum planning.</i>		
<b>Strategies</b>	<b>Resources &amp; Responsibilities</b>	<b>Deliverables Measures of Implementation Documentation</b>
<p>Assess current units and revise units of study to incorporate the principles of <a href="#">Understanding by Design</a> (UbD) and the backwards design process.</p>	<p>Director of Curriculum &amp; Technology in collaboration with building Principals. With Support from</p> <ul style="list-style-type: none"> <li>▪ Department Chairs</li> <li>▪ Teachers</li> </ul> <p>Resources: ASCD, Teachers 21, Regional school partners</p>	<p><u>FY17</u></p> <ul style="list-style-type: none"> <li>▪ Develop implementation plan for training staff in Understanding By Design</li> <li>▪ Coordinate and define differentiated UbD trainings to staff across schools</li> <li>▪ Implement UbD trainings 6-12</li> <li>▪ Create UbD guidelines for the district</li> <li>▪ Identify regional curriculum review partners and implement for Health/Wellness review.</li> <li>▪ Coordinate timelines for school-based unit analysis and unit revision K-12</li> </ul> <p><u>FY18</u></p> <ul style="list-style-type: none"> <li>▪ Review UbD implementation</li> <li>▪ Implement UbD trainings as needed</li> <li>▪ Review and adjust timelines as needed</li> <li>▪ Implement curriculum articulation (Aspen)</li> </ul> <p><u>FY19</u></p> <ul style="list-style-type: none"> <li>▪ Review UbD implementation</li> <li>▪ Implement UbD trainings as needed</li> <li>▪ Review and adjust timelines as needed</li> <li>▪ Implement curriculum articulation (Aspen)</li> <li>▪ Begin to use Curriculum Review partners for planned reviews: ELA/Art/Music/Health Wellness</li> </ul>
Research, develop, and implement curricula		<u>FY17</u>

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2017-2019**

<p>and supports that promote critical thinking and 21<sup>st</sup> century skills including: problem solving, collaboration and communication, creativity and innovation, contextual, information, and media literacy skills.</p>	<p>Director of Curriculum &amp; Technology in collaboration with building Principals. With Support from</p> <ul style="list-style-type: none"> <li>▪ Department Chairs</li> <li>▪ Elementary Curriculum Coordinators</li> <li>▪ K-12 Teachers</li> </ul> <p>Resources: Teachers 21, EDCO Collaborative, New England League of Middle Schools (NELMS), New England Association of Secondary Schools (NEASC), MA Department of Elementary and Secondary Education</p>	<ul style="list-style-type: none"> <li>▪ Conduct district assessment of current practices for implementation of critical thinking and 21<sup>st</sup> century skills (use NEASC/DESE Creativity &amp; Innovation Rubrics)</li> <li>▪ Research and identify 21<sup>st</sup> century skills for implementation</li> <li>▪ Identify areas/content/grade for skill implementation</li> <li>▪ Coordinate age-school range for skill training implementation</li> <li>▪ Establish regional partnership for curriculum review in support of building 21<sup>st</sup> century skills</li> </ul> <p><u>FY18</u></p> <ul style="list-style-type: none"> <li>▪ Train teachers on identified skills and implement into written and taught Curriculum</li> <li>▪ Develop K-12 21<sup>st</sup> century skill continuum for MERSD</li> <li>▪ Highlight 21<sup>st</sup> century skills within the written grade-level or content curriculum</li> <li>▪ Begin to use Curriculum Review partners for planned reviews: ELA/Art/Music/Health Wellness</li> </ul> <p><u>FY 19</u></p> <ul style="list-style-type: none"> <li>▪ Collect data and feedback from stakeholders on 21<sup>st</sup> century skill development</li> <li>▪ Adjust and implement changes to K-12 structure as needed</li> </ul>
<p>Identify and implement strategies and methods for providing individualized learning.</p>	<p>Director of Curriculum &amp; Technology in collaboration with Principals</p>	<p><u>FY18</u></p> <ul style="list-style-type: none"> <li>▪ Research available structures to support individualized learning and the development of Individualized Student Learning Plans (ILP).</li> <li>▪ Create supplemental opportunities for accelerated students plan)</li> <li>▪ Develop and pilot structure for RtI implementation at the Middle School</li> </ul> <p><u>FY19</u></p> <ul style="list-style-type: none"> <li>▪ Develop a flexible secondary curriculum continuum for math.</li> <li>▪ Research opportunities for dual enrollment, virtual high school, IB, Pre-AP and AP courses</li> <li>▪ Develop and pilot structure for RtI implementation at the High School</li> </ul>
<p><b>Goal 2: Talent Development to develop and retain exceptional teachers.</b></p>		
<p><b>Strategies</b></p>	<p><b>Deliverables Measures of Implementation Documentation</b></p>	<p><b>Resources &amp; Responsibilities</b></p>
<p>Improve and expand teacher mentoring, coaching, and training.</p>	<p>Superintendent and Director of Curriculum &amp; Technology in collaboration with building Principals.</p>	<p><u>FY 17</u></p> <ul style="list-style-type: none"> <li>▪ Update Mentor Program to meet 2015 state expectations</li> <li>▪ Review and identify areas for reorganization of             <ul style="list-style-type: none"> <li>○ New Teacher Induction program</li> </ul> </li> </ul>

**Manchester Essex Regional Schools  
District Improvement Plan Three Year Plan  
2017-2019**

	<p>With Support from</p> <ul style="list-style-type: none"> <li>▪ Department Chairs</li> <li>▪ Teachers</li> </ul> <p>Resources: Grant Funding &amp; district budget</p>	<ul style="list-style-type: none"> <li>▪ Write and publish Mentor Handbook</li> <li>▪ Established best practices and opportunities for professional growth (Ex. peer coaching, looking at student work, learning community models, teacher instructional rounds)</li> </ul> <p><u>FY18</u></p> <ul style="list-style-type: none"> <li>▪ Develop system to measure efficacy and return on investment of targeted training and implemented programs.</li> </ul>
<b>Climate</b>		
<b>Goal 1: Institutionalize a philosophy of inclusion, tolerance and cultural awareness both locally and globally.</b>		
<b>Strategies</b>	<b>Resources &amp; Responsibilities</b>	<b>Deliverables Measures of Implementation Documentation</b>
<p>Establish expectations and educate staff about benchmarks for successful inclusive practices PK-12.</p>	<p>Superintendent and Director of Curriculum &amp; Technology in collaboration with building Principals Director of Student Services</p>	<p><u>FY17</u></p> <ul style="list-style-type: none"> <li>▪ Training Partnership w/ Jessica Minahan @ MS to develop practices for teaching challenging students and redefining TAT procedures</li> <li>▪ Pilot Understanding Differences @ Grade 3</li> </ul> <p><u>FY18</u></p> <ul style="list-style-type: none"> <li>▪ Understanding Differences @ Grade 4</li> </ul> <p><u>FY19</u></p> <ul style="list-style-type: none"> <li>▪ Understanding Differences @ Grade 5</li> </ul>
<p>Implement Foreign Exchange Program at MERHS.</p>	<p>Superintendent &amp; MERHS Principal</p>	<p><u>FY17</u></p> <ul style="list-style-type: none"> <li>▪ Complete partnership with Educatius</li> <li>▪ Prepare and file necessary documentation</li> </ul> <p><u>FY18</u></p> <ul style="list-style-type: none"> <li>▪ Admit first students</li> </ul>

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2017-2019**

<b>Goal 2: Implement programming that enhances our organizations cultural proficiency and promotes respect and appreciation for individual and cultural differences.</b>		
Dedicate staff professional development time to improve understanding of diverse groups.	Superintendent in collaboration with <ul style="list-style-type: none"> <li>▪ Director of Curriculum &amp; Technology</li> <li>▪ Director of Student Services</li> <li>▪ Principals</li> </ul>	<u>FY17</u> <ul style="list-style-type: none"> <li>▪ Disability awareness training</li> <li>▪ Transgender awareness and policy development</li> <li>▪ Onsite SEI (Sheltered English Immersion) Course for staff</li> </ul>
<b>Community Partnerships</b>		
<b>Goal 1: Improve school to home communication by implementing proactive school based outreach.</b>		
<b>Strategies</b>	<b>Resources &amp; Responsibilities</b>	<b>Deliverables Measures of Implementation Documentation</b>
Promote positive/proactive school home communication	Superintendent in collaboration with Directors & Principals	<u>FY17</u> <ul style="list-style-type: none"> <li>▪ Develop a communication plan</li> <li>▪ Establish a Social Media promotion team</li> <li>▪ Launch new website and mobile app</li> <li>▪ Develop a communications chart, identifying methods and expectations for school to home / home to school communication.</li> <li>▪ Partner with School Committee to establish community school partnership to address Youth Risk Behavior Survey (YRBS) findings “ME Cares”</li> </ul> <u>FY18</u> <ul style="list-style-type: none"> <li>▪ All teacher webpages migrated to google/blackboard format</li> </ul>
<b>Resources</b>		
<b>Goal 1: Manage resources efficiently and innovate to support education program quality within confines of Proposition 2.5.</b>		
<b>Strategies</b>	<b>Responsibilities</b>	<b>Deliverables Measures of Implementation Documentation</b>
Continue on path to full funding of OPEB (Other Post Retirement Benefits) liability.	Director of Finance & Operations in collaboration with the	<u>FY17</u> <ul style="list-style-type: none"> <li>▪ Establish funding process through SRBTF (State Retirement Board Trust Fund)</li> </ul>

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District Improvement Plan Three Year Plan  
2017-2019**

	<p>Superintendent with support from:</p> <ul style="list-style-type: none"> <li>▪ School Committee</li> <li>▪ ME Teacher's Association (META)</li> <li>▪ Town Finance Committees &amp; Taxpayers</li> <li>▪ Legal counsel and industry analysts</li> </ul>	<ul style="list-style-type: none"> <li>▪ Establish protocol for reporting on PRIM returns and district contributions</li> </ul> <p><u>FY18</u></p> <ul style="list-style-type: none"> <li>▪ Obtain independent actuarial valuation study to quantify OPEB liability and chart funding progress</li> <li>▪ Draft multi-year funding plan to close remaining gap to full funding</li> </ul> <p><u>FY19</u></p> <ul style="list-style-type: none"> <li>▪ Inclusion of full gap funding in budget request</li> </ul>
<p>Maintain multi-year budgeting process that assesses long-term financial threats and opportunities facing MERSD.</p>	<p>Superintendent; Director of Finance &amp; Operations in collaboration with the School Committee Sub-Committee for Finance</p>	<p><u>FY17</u></p> <ul style="list-style-type: none"> <li>▪ Establish a formal forecast schedule.</li> </ul> <p><u>FY18</u></p> <ul style="list-style-type: none"> <li>▪ Utilized zero-based budget model</li> <li>▪ Present framework for comprehensive, long-term capital/infrastructure funding plan</li> </ul> <p><u>FY19</u></p> <ul style="list-style-type: none"> <li>▪ Long-term capital/infrastructure needs fully imbedded into multi-year operating budget</li> </ul>
<p>Establish a multi-year process for assessing fee-based programs.</p>		<p><u>FY17</u></p> <ul style="list-style-type: none"> <li>▪ Role of third party management of food service.</li> <li>▪ Partner with School Committee to assess current fee structure for Pre-K, Athletics, Food Service, Transportation and Building Use.</li> </ul>
<p>Identify cost-saving measures that can free up internal funding for best-possible use.</p>	<p>Director of Finance &amp; Operations in collaboration with the Superintendent with support from:</p> <ul style="list-style-type: none"> <li>▪ Directors/Principals</li> </ul>	<p>Documented savings/reinvestment from internal departments and program restructurings.</p>
<p><b>Goal 2: Create an organizational structure and develop effective internal processes to meet the needs of students, employees, families and taxpayers</b></p>		
<p><b>Strategies</b></p>	<p><b>Resources &amp; Responsibilities</b></p>	<p><b>Deliverables Measures of Implementation Documentation</b></p>

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2017-2019**

<p>Document MERSD Central Office procedures to ensure sustainable practices regardless of personnel in place.</p>	<p>Superintendent in collaboration with</p> <ul style="list-style-type: none"> <li>▪ Director Finance &amp; Operations</li> <li>▪ Director C&amp;T</li> <li>▪ Dir. Student Services</li> <li>▪ CO Staff</li> </ul>	<p><u>FY17</u></p> <ul style="list-style-type: none"> <li>▪ Financial Policies Manual</li> <li>▪ Fraud Risk assessment to establish best practices protocols</li> <li>▪ Job Descriptions – Support Staff</li> </ul> <p><u>FY18</u></p> <ul style="list-style-type: none"> <li>▪ Central office operations manual</li> <li>▪ Job Descriptions- Licensed Staff</li> </ul> <p><u>FY19</u></p> <ul style="list-style-type: none"> <li>▪ System of annual review of organizational structures and efficiencies and impact on broader goals.</li> </ul>
<p><b>Goal 3: Raise quality of educational facility conditions to match quality MERSD’s educational program</b></p>		
<p><b>Strategies</b></p>	<p><b>Resources &amp; Responsibilities</b></p>	<p><b>Deliverables Measures of Implementation Documentation</b></p>
<p>Apply multi-year budgeting process to facility, maintenance and asset replacement needs.</p>	<p>Director of Finance &amp; Operations in collaboration with the Superintendent and School Committee Sub-Committee for Finance and Facilities Manager</p>	<p><u>FY17</u></p> <ul style="list-style-type: none"> <li>▪ District-wide preventative maintenance plan outlining routine maintenance program for day-to-day building/grounds needs, including budget, calendar and staffing/contractor needs</li> <li>▪ Essex Elementary medium/long-term facility planning process to address needs and timeline prior to major renovation</li> </ul> <p><u>FY18</u></p> <ul style="list-style-type: none"> <li>▪ District-wide capital plan including spending and revenue projections</li> </ul> <p><u>FY19</u></p> <ul style="list-style-type: none"> <li>▪ Facilities condition index for MS/HS</li> </ul>